

CITY OF ST. THOMAS

BY-LAW NO. 108-2018

A by-law adopting the Emergency Management Program.

WHEREAS, Section 2.1 of the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c E.9 as amended requires every municipality to develop and implement an Emergency Management Program including the adoption of an Emergency Response Plan;

AND WHEREAS, Ontario Regulation 380/04 of the Act sets out the municipal standards for an Emergency Response Plan;

AND WHEREAS, the City of St. Thomas Emergency Response Plan that was adopted by By-law 138-2004, has been updated to reflect changes in legislation and best practices;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF ST. THOMAS ENACTS AS FOLLOWS:

SECTION 1 - EMERGENCY RESPONSE PLAN

- 1.1 The Emergency Response Plan for the City, attached hereto as Schedule "A" to this By-law is hereby adopted.

SECTION 2 - MUNICIPAL CONTROL GROUP

- 2.1 A Municipal Control Group is hereby appointed to direct the City's response to an emergency.
- 2.2 The designated Municipal Control Group shall consist of the following positions: the Mayor or designated Head of Council, the City Manager or designate, the Police Chief or designate, the Fire Chief or designate, the CEMC or alternate, the Director of Environmental Services or designate, the Municipal Clerk or designate, the Director of Social Services or designate, the Director of Parks, Recreation and Property Management or designate, the Treasurer or designate, the Director of Human Resources or designate and the Director of Planning and Building Services or designate.
- 2.3 Other positions may be assigned to fulfill roles within the Municipal Control Group from time to time as determined by the City Manager or as defined in the Emergency Response Plan, attached hereto.
- 2.4 In the event of an emergency, members of the Municipal Control Group are authorized to take the following actions: cause an emergency notification of

its members, activate an emergency response protocol, implement the provisions contained within the Emergency Response Plan and take any other actions necessary to contain or control the emergency.

SECTION 3 - COMMUNITY EMERGENCY MANAGEMENT COORDINATOR

- 3.1 The designated Community Emergency Management Coordinator for the City shall be the Deputy Fire Chief. The Community Emergency Management Coordinator is authorized to develop and coordinate all training, exercises and meetings required under the Act and to ensure that the City is compliant with the Act.

SECTION 4 - AUTHORIZATION FOR CITY EMPLOYEES TO TAKE ACTION

- 4.1 City employees have the discretion to take whatever actions are necessary to protect: lives, property, the economy and the environment within the City limits, prior to: 1) the activation of the Municipal Control group and 2) the declaration of a local state of emergency.

SECTION 5 - EMERGENCY INFORMATION OFFICER

- 5.1 One or more Emergency Information Officer(s) (EIO) may be appointed by the City Manager to be the primary media contact. The positions filling the role of EIO shall be the: Police Media Relations Officer, Chief Fire Prevention Officer or Fire Prevention Officer.

SECTION 6 - EMERGENCY MANAGEMENT PROGRAM COMMITTEE

- 6.1 The Emergency Management Program Committee (the Committee) is hereby established to oversee all matters related to the City's Emergency Management Program, to advise Council and to ensure compliance with provincial legislation. The Committee shall be chaired by the City Manager or designate.
- 6.2 The Committee is hereby empowered to annually review and recommend changes to the City's Emergency Management Program and refer any recommendations requiring approval to Council for further consideration.
- 6.3 The Committee shall consist of the following positions: Community Emergency Management Coordinator, Mayor, City Manager, Police Chief, Director of Environmental Services, Fire Chief and the Director of Social Services. The City Manager has the discretion to add or remove positions from the Committee.
- 6.4 The Committee has the authority to amend the following information without Council approval: the Hazard Identification and Risk Assessment (HIRA), the

Critical Infrastructure List, and the following information contained within the Emergency Response Plan:

- Corporate Officer Titles;
- Contact Information;
- The Content of all Annexes;
- The Composition of the Committee;
- The duties and responsibilities of those positions and agencies identified in the Emergency Response Plan;
- Emergency accommodation locations for staff; and
- The location of the primary and/or secondary Emergency Operations Centre.
- Where the Committee makes such minor amendments, the amended Emergency Plan shall be deemed to be approved by Council.

SECTION 7 - REPEALED

- 7.1 By-Law No. 138-2004 and any subsequent amendments are hereby repealed.

READ a First and Second time this 13th day of August, 2018.

READ a Third time and Finally passed this 13th day of August, 2018.

Original signed by "Maria Konefal"
City Clerk

Original signed by "Heather Jackson"
Mayor



City of St. Thomas
Emergency Response Plan
Bylaw # 108-2018 - Schedule A

Contents

Part 1: DEFINITIONS 9

Part 2: ACRONYMS 11

Part 3: INTRODUCTION..... 13

Part 4: SCOPE, AIM AND PLAN ACTIVATION 14

 Scope 14

 Aim 14

 Activation 15

 EMERGENCY MANAGEMENT RESPONSE CHART..... 16

Part 5: AUTHORITY 17

 Purchasing..... 18

 Emergency Management Program Committee 18

Part 6: EMERGENCY NOTIFICATION PROCEDURES 19

Part 7: DECLARATION/TERMINATION OF A “LOCAL STATE OF EMERGENCY” 20

 General 20

 Evacuation..... 21

 Determination of a Local State of Emergency 21

Part 8: PROVINCIAL/FEDERAL ASSISTANCE 23

 Request Procedure 23

 The Role of the Office of the Ontario Fire Marshal and Emergency Management (OFMEM) 23

 Requests for Federal Assistance 23

 Declaration of a County State of Emergency..... 23

 Declaration of a Provincial State of Emergency 24

Part 9: MUNICIPAL CONTROL GROUP 25

Introduction	25
Municipal Control Group Composition.....	25
Municipal Control Group Responsibilities:	26
General	26
Declarations.....	27
Communications	27
Decision Making.....	27
Record-Keeping	28
Managing Resources	28
Recovery.....	29
Operating/Business Cycle.....	29
Part 10: INDIVIDUAL RESPONSIBILITIES, MUNICIPAL CONTROL GROUP MEMBERS.....	30
The Mayor/Head of Council (Acting Mayor) or Designate	30
City Manager or Designate	31
Administrative Support.....	32
Fire Chief or Designate	33
Police Chief or Designate.....	34
Medical Officer of Health or Designate.....	35
Director of Social Services	36
Director of Environmental Services and Engineering	37
Director, Parks, Recreation and Property Management	38
Director of Finance.....	39
Director of Human Resources	40
Director of Planning and Building Services	41
City Clerk	42
Community Emergency Management Coordinator.....	43

Emergency Information Officer (EIO) or Designate	44
The Representative for Entegrus	45
Part 11: MUNICIPAL SUPPORT GROUP	46
General.....	46
Municipal Support Group Composition.....	46
Part 12: OTHER AGENCIES	47
General.....	47
Manager, Water and Sewer	47
Representative, St. Thomas Elgin General Hospital.....	47
Telecommunications	48
Canadian Red Cross Society Representative	48
Salvation Army Representative	48
St. John Ambulance Representative	49
St. Thomas Amateur Radio Club and Other I.T. Resources	49
Coroner.....	49
Private Sector Incident Representatives	49
Provincial Government Representatives	50
Media.....	50
The Boards of Education Representatives	50
Union Gas Representative	51
Victim Services	51
Federal Government Agencies	51
Industry Canada	51
Environment Canada	51
The National Transportation Safety Board of Canada	52
Part 13: RECOVERY AND DEPARTMENT PLANS.....	53

Recovery	53
Department Plans	53
Debris Removal	53
INCIDENT MANAGEMENT SYSTEM CHART.....	55
CHAIN OF COMMAND CHART – EMERGENCY SITE	56
ANNEX A: EMERGENCY RESPONSE ACTIVATION	57
ANNEX B: EMERGENCY OPERATIONS CENTRE	58
The Municipal Control Group	58
The Emergency Operations Centre.....	58
Authority	59
Sustainability of the Emergency Organization	59
Logistics.....	59
Food	59
Accommodation	60
Personal Hygiene.....	60
Emergency Operations Centre: Alternate Site.....	60
ANNEX C: EVACUATION PLAN	61
Introduction.....	61
Aim	61
Procedures and Responsibilities	61
Threat Assessment.....	61
Establishment of the Area to be Evacuated	62
Traffic Control and Security.....	62
Access Control.....	63
Public Alerting.....	63
Evacuation Process	63

Potential Evacuation Challenges.....	64
Evacuation Routes.....	65
Reception Centres	65
Re-entry of Evacuees	66
Repatriation of Evacuees	67
Sheltering	67
Pets and Livestock.....	67
Evacuation Zones	68
ANNEX D: EMERGENCY COMMUNICATIONS PLAN.....	69
Emergency Information Officer	69
Citizen Enquiry Service Representatives	69
ANNEX E: RESTORATION AND RECOVERY PLAN.....	71
Recovery Strategy	71
Recovery Committee Responsibilities	72
ANNEX F: SEVERE WEATHER PLAN.....	73
Critical Weather Evacuation Strategy.....	73
The Plan	73
Notification of those at risk	74
Transportation of evacuees to a safe area and addressing the needs of citizens with mobility impairments.	76
Clear egress routes and the erection of easily understood signage	77
The establishment of a reception centre and evacuation shelter	77
Plan to deal with pets and other animals.....	77
Other Operational Considerations.....	77
Sample Evacuation and Utility Shut-down Colour Marking System	79
Recovery	80

Assumptions	80
ANNEX G: PROVINCIAL DISASTER RELIEF ASSISTANCE PLAN.....	81
Disaster Declarations and Disaster Relief Assistance	81
ANNEX H: EMERGENCY OPERATIONS CENTRE ACTIVATION CHECKLIST	83
ANNEX I: DECLARATION AND TERMINATION FORMS.....	84
Declaration of a Local State of Emergency	84
Termination of a Local State of Emergency	85
ANNEX J: IMS APPOINTED OR ASSIGNED POSITIONS	86
Incident Command/Unified Command Team Responsibilities	86
Incident Commander or Unified Command Team Checklist.....	87
Activation	87
Common Responsibilities – All Personnel.....	90
Command Staff.....	93
Liaison Officer.....	93
Emergency Information Officer	95
Safety Officer.....	98
General Staff	101
Operations Section Chief	101
Planning Section Chief.....	105
Logistics Section Chief.....	108
Finance Section Chief.....	111
Administration Section Chief	113
ANNEX K: USE OF VOLUNTEERS.....	115
ANNEX L: PRIMARY DUTIES OF OTHER IMS POSITIONS	116
Documentation Unit Leader	116
Resources Unit Leader	116

Situation Unit Leader	116
Supply and Procurement Unit Leader	117
Medical Unit Leader	117
Cost Unit Leader	118
Time Unit Leader	118
Compensation/Claims Unit Leader.....	119
Food Unit Leader	119
Ground Support Unit Leader	119
ANNEX M: STAFF NOTIFICATION LIST	120

Part 1: DEFINITIONS

CAN Report

An acronym for Conditions, Actions, Needs, Report.

*Example – The Operations Section Chief requests a **CAN Report** from a Sector Officer responsible for evacuating a geographical area. The Sector Officer replies – “We are having difficulty accessing Grid Area A (**Conditions**), we are currently trying to clear downed trees from the roadway (**Actions**), we require an environmental services crew equipped with two chainsaws for assistance (**Needs**).”*

CBRNE

An acronym that stands for Chemical, Biological, Radiological, Nuclear and Explosive.

Citizen Enquiry Service

A service established by the City to respond to enquiries from the public (some municipalities use a 311 service). The City Clerk or designate shall be responsible for establishing the Citizen Enquiry Service during a major emergency.

Community Emergency Management Coordinator

The Emergency Management and Civil Protection Act (the Act) requires the establishment of a Community Emergency Management Coordinator in every municipality. This position is responsible for coordinating the City's Emergency Management Program and for facilitating activities within the Emergency Operations Centre.

Continuity of Operations

An ongoing process designed to ensure that the necessary steps have been taken to ensure that there is continuity of services and to ensure that each city business unit quickly recovers in the event of a major emergency.

Critical Infrastructure

A network of institutions, services and systems designed to provide for vital human needs, sustain vital public services and the economy, protect public safety and security, and maintain government functions.

Declared Emergency

A signed declaration made in writing by the City's Head of Council (or designate) or the Premier of Ontario (or designate) in accordance with the provisions of the Emergency Management and Civil Protection Act.

Emergency

A situation or an impending situation caused by the forces of nature, an accident, an intentional

act, or an infectious/contagious disease that constitutes a danger of major proportions to life, property, the economy or the environment.

Emergency Management Program

A program that is based on a hazard identification and risk management process and that includes: mitigation, prevention, preparedness, response and recovery.

Emergency Management Program Committee

A committee comprised of representatives from key areas of the City and other outside organizations that have been tasked with overseeing the development, implementation, revision and maintenance of the Emergency Management Program within the City.

Emergency Operations Centre

A location/facility designated and designed for the use of the Municipal Control Group during an emergency.

Emergency Site or Sites

An area or areas where an emergency exists.

Evacuation Centre (Shelter)

A facility that provides temporary shelter to persons displaced in an emergency.

Incident Action Plan (IAP)

The IAP is a written plan that defines the incident objectives and reflects the strategy and tactics necessary to manage an incident during an operational period.

Incident Commander (IC) or Unified Command Team

The person or persons appointed by the Municipal Control Group to develop an emergency command organizational structure and to develop the strategies, tactics, Incident Action Plan, Safety Plan and other plans necessary to ensure that the emergency is mitigated, the City is able to recover and the health, safety and wellbeing of first responders and the public is addressed.

Inner Perimeter

A restricted area in the immediate vicinity of the emergency site as established by Incident Command. Access is restricted to those emergency personnel who are actively involved in the emergency incident and who are required to operate within this area.

Municipal Control Group

A group of senior city staff members responsible for: establishing an emergency response organizational structure, for assisting with the mitigation the emergency and for maintaining services outside the designated emergency area. The City Manager or designate shall chair all

Municipal Control Group meetings and is responsible for the overall actions and decisions taken by the Group.

Outer Perimeter

The geographic area surrounding the inner perimeter of an emergency area/site. It serves as a coordination and assembly point for essential emergency personnel. It also serves as a demarcation point for an evacuated area. Access within the Outer Perimeter is restricted to those emergency personnel actively involved in the incident. Incident Command is responsible for all emergency response activities that are inside the Outer Perimeter. The Municipal Control Group is responsible for all activities that are outside the Outer Perimeter and for assisting Incident Command in mitigating the emergency.

Reception Centre

A reception centre is a facility designated by the Municipal Control Group and is used to register and track those persons who have been displaced by the emergency.

Shelters

A shelter is a facility designated by the Municipal Control Group to temporarily house those persons who have been displaced by the emergency event.

Part 2: ACRONYMS

ASC – Administration Section Chief

CACC – Central Ambulance Communications Centre

CAN – Conditions, Actions, Needs

CBRNE - Chemical, Biological, Radiological, Nuclear and Explosive

CEMC – Community Emergency Management Coordinator

DOC – Department Operating Centre

ECC – Emergency Communications Centre

EIO – Emergency Information Officer

EMCPA – Emergency Management and Civil Protection Act

EMPC – Emergency Management Program Committee

EMS – Emergency Medical Services

EOC - Emergency Operations Centre

ERP – Emergency Response Plan

FSC – Finance Section Chief

HIRA – Hazard Identification and Risk Assessment

HUSAR – Heavy Urban Search and Rescue

IAP – Incident Action Plan

IC – Incident Commander

IMS – Incident Management System

ISO – Incident Safety Officer

LHIN – Local Health Integration Network

LSC – Logistics Section Chief

MCG – Municipal Control Group

MSG – Municipal Support Group

NTSB – National Transportation Safety Board

OFMEM – Office of the Fire Marshal and Emergency Management

OSC – Operations Section Chief

PEOC - Provincial Emergency Operations Centre

PFD – Personal Floatation Device

PIA – Post Incident Analysis

PSC - Planning Section Chief

STEGH – St. Thomas Elgin General Hospital

STFD – St. Thomas Fire Department

STPS – St. Thomas Police Services

PPSAP – Primary Public Service Answering Point (911)

UC – Unified Command

VS – Victim Services

Part 3: INTRODUCTION

The Province of Ontario, in enacting the Emergency Management and Civil Protection Act, has legislated that all municipalities must be prepared to respond to any emergency and must also develop an emergency management program. Included within the program are annual requirements for: training, planning, public education, regular exercises, analysis of risk, identification of critical infrastructure, the appointment key emergency management officials and the annual review of the Bylaw and the Emergency Response Plan (the Plan).

The intent of the Plan is to provide key officials, with guidance and direction regarding: emergency response within the City, inter-agency interaction during an emergency, and the plan for actions to be taken to facilitate emergency mitigation and recovery efforts.

For the Plan to be successful, city officials and response partner agencies must be aware of their emergency roles and responsibilities.

Emergencies are defined as *“those situations or impending situations caused by: the forces of nature, an accident, an intentional act or an infectious disease (for example a pandemic) that constitutes a danger of major proportions to life, and that may have significant adverse effects on property, the environment and the economy.”*

In order to protect residents, businesses and visitors, the City of St. Thomas will require a coordinated emergency response effort by a number of different departments, agencies, organizations and stakeholders. Emergency response duties, responsibilities and efforts should be regarded as separate and distinct from the normal day-to-day operations carried out by the City and its partner organizations/agencies.

The City's Emergency Management Program Committee has developed, reviewed and revised this plan. All departments and partner agencies must be prepared to carry out their assigned roles and responsibilities in an emergency in accordance with this plan. The Plan has been prepared to provide the key officials and departments of the City of St. Thomas with important emergency response information and guidance regarding the arrangements, services and equipment, duties and responsibilities during a major emergency.

The City of St. Thomas has a population that approximates 40,000 and covers a land area of 39.83 km². Its population density is approximately 1.046/km². It has one hospital with approximately one hundred sixty (160) beds, one hundred (100) of which are for acute care. It also has four long term care facilities, several retirement homes and group homes.

The City operates its own Fire and Police services and contracts out Emergency Medical Services (EMS). Entegrus Ltd. is the designated electrical utility provider and Union Gas provides the natural gas services. The local conservation authority is the Kettle Creek Conservation authority. There are fourteen (14) elementary schools and three (3) secondary schools operated by two boards of education. There are also two (2) private faith based elementary schools. The City also is home to a satellite campus of London-based Fanshawe College.

It is important that the St. Thomas community be familiar with the provisions of this plan. Copies of the City's Emergency Response Plan may be viewed on the City's web site.

For more information, please contact:
Community Emergency Management Coordinator
City of St. Thomas; 519-631-0210

Part 4: SCOPE, AIM AND PLAN ACTIVATION

Scope

The Scope of this plan includes all of the provisions necessary for the City to effectively respond to a major emergency. It does not include the normal day to day emergency responses and operations provided by Police, Fire, EMS, the Board of Works, St. Thomas Energy/Entegrus, County Public Health and other public service organizations.

Aim

The aim of this plan is to make provisions for the extraordinary arrangements and measures that will be necessary to address a large scale emergency and/or a prolonged major emergency event. It is also to provide a guideline for the Municipal Control Group to follow when immediate actions are required to protect: the health, safety and welfare of residents, all property within the City, the environment and the economy. The plan also includes provisions for the restoration of essential services and for the initiation of recovery efforts.

It is essential that the City have the ability to rapidly assemble an emergency response command team and the organizational structure necessary to address a major emergency. It is also vital that the necessary resources be coordinated/deployed quickly and effectively to begin mitigation and recovery efforts.

The City not only has the responsibility for providing the initial response to all major emergencies, but also to provide longer emergency response resiliency and recovery operations that can be sustained over many operational periods (perhaps days, weeks, or months).

It may call upon other levels of government, other agencies and community volunteers to assist in the emergency mitigation efforts. The Plan provides for a coordinated response to all major emergencies and meets all of the legislated requirements of the Emergency Management and Civil Protection Act.

The Plan is also designed to be flexible in nature (can be scaled up or down depending on need), to provide an efficient method for staff notification, to identify members of the Municipal Control Group and to provide all staff with guidelines on what to do in the event of an emergency. In accordance with the Act, it must be reviewed annually by the Emergency Management Program Committee.

A Hazard Identification/Risk Assessment (HIRA) for the City has been completed and according to the Act, must also be reviewed annually. The HIRA provides a list of potential hazards that are prioritized in order of probability, consequence and the largest number of people affected.

Any emergency can occur within the City, however the types of emergencies that have been identified through the HIRA process as having either the highest probability of occurring or the most significant consequences to the City if they do occur are listed as follows:

- Tornadoes, Floods, Snow/Ice and other Severe Weather Events,
- Major Structural Fires,
- Road and Rail Transportation Incidents/Hazardous Materials,
- Electrical Power Outage or Emergency Utility Events,
- Disease related emergencies including: pandemics, potable water emergencies etc.

In addition, the St. Thomas Police Service has specific, separate, confidential plans in place to address criminal emergency events, terrorism or acts of civil unrest within the City.

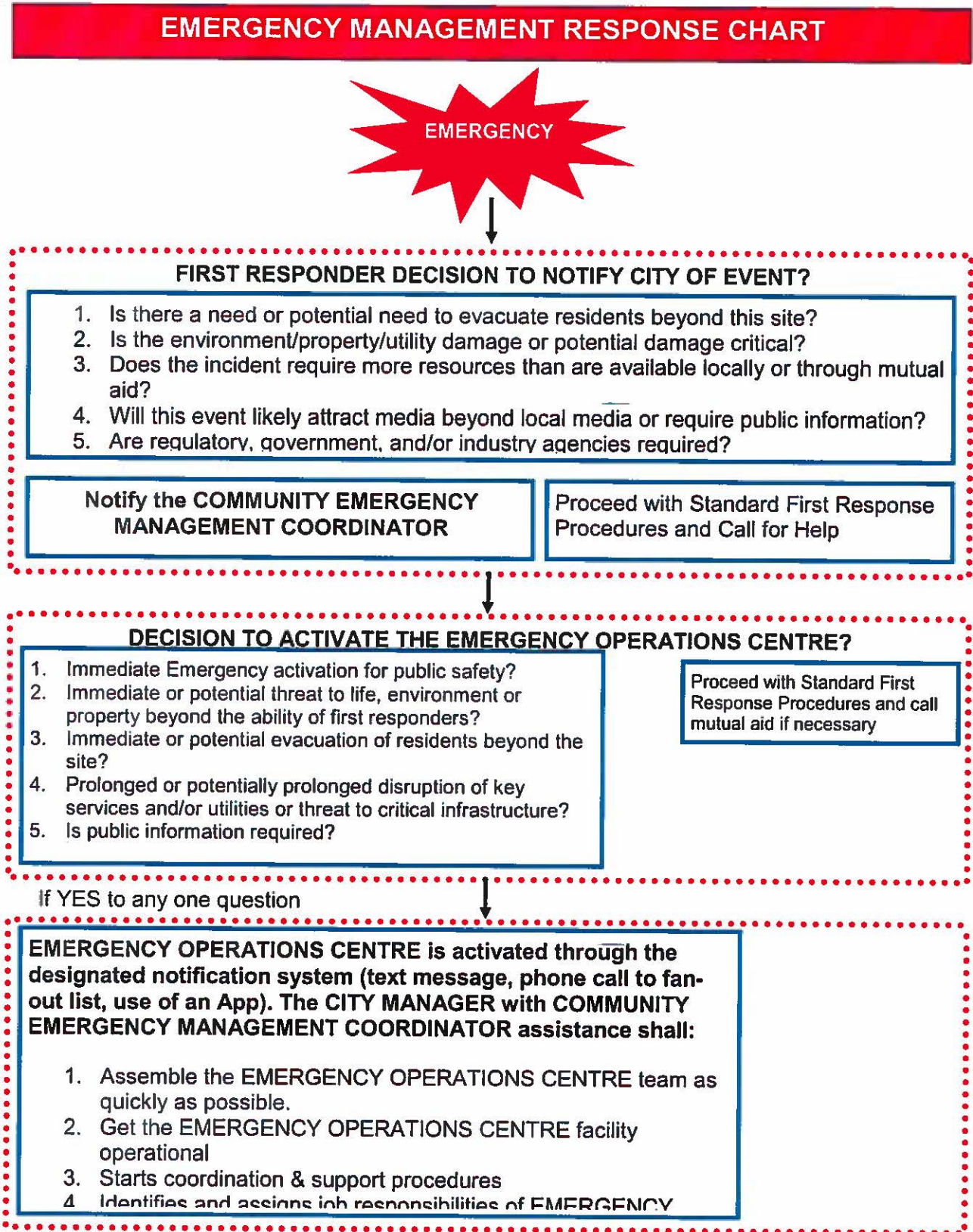
Activation

The Emergency Response Plan is intended to be activated when:

1. There is a significant potential threat to the health, safety and wellness of persons within the City that is beyond the ability of first responders to adequately address.
2. There is the potential need to evacuate residents.
3. The incident requires more resources than are available locally or through mutual aid or other resource sharing agreements.
4. There is the potential of significant damage to property, the environment or the economy.
5. Department specific emergency plans have been activated.
6. The emergency event may require the dispersal of important information to the public.
7. The immediate activation of the Municipal Control Group is required for public safety.
8. There is a real or potential threat that key services and/or utilities will be disrupted or there is a threat to critical infrastructure.

Any member of the Municipal Control Group or their designate is authorized to initiate the Emergency Response Plan notification procedure when, in their judgement, it is required.

EMERGENCY MANAGEMENT RESPONSE CHART



Part 5: AUTHORITY

The Emergency Management and Civil Protection Act R.S.O. 1990. as amended, (the Act) requires that all municipalities develop an emergency management program.

The Act states that:

2. (1) Every municipality shall develop and implement an emergency management program and the Council of the municipality shall by By-law adopt the emergency management program.
- (2) The emergency management program shall consist of the following:
 - a) an emergency plan as required by Section 3 of the Act;
 - b) training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
 - c) public education on risks to public safety and on public preparedness for emergencies;
 - d) any other element required by the standards for emergency management programs set under section 14.
- (3) In developing its emergency management program, every City shall identify and assess the various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other elements of the infrastructure that are at risk of being affected by emergencies.
3. (1) Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency. They shall also develop the procedures in which employees of the municipality and other persons will respond to the emergency. The Council of the Municipality shall, by by-law, adopt the emergency plan.
4. (1) The Head of Council of a municipality may declare that an emergency exists in the Municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and that are not contrary to law to implement the emergency plan for the Municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.
5. (1) Every Municipality shall conduct training programs and exercises to ensure the readiness of employees and other persons to act under the emergency plan.
6. (1) Every Municipality shall review and if necessary, revise its emergency plan every year.

As required by the Act, this Emergency Response Plan and its elements have been issued under the authority of the City of St. Thomas and filed with the Province of Ontario.

The Municipal Control Group (in the EOC) may be activated for any emergency and is intended for the purposes of managing the emergency, maintaining services to the City and supporting the emergency site(s).

Purchasing

The provisions of the City's Purchasing Bylaw/Policies are hereby waived to the extent necessary to facilitate the timely procurement of materials, supplies and equipment during an emergency.

Emergency Management Program Committee

In addition to the Community Emergency Management Coordinator, the Emergency Management Program Committee (the Committee) shall consist of the following positions:

- Mayor or Head of Council,
- City Manager or designate,
- Police Chief or designate ,
- Community Emergency Management Coordinator,
- Fire Chief or designate,
- Director, Environmental Services or designate,
- Director of Social Services or designate.

Administrative support will be assigned to record Committee meeting minutes.

Part 6: EMERGENCY NOTIFICATION PROCEDURES

Any member of the Municipal Control Group may be contacted and consulted regarding an emergency without formally activating the Emergency Operations Centre and the entire Municipal Control Group.

In addition, the Municipal Control Group may be partially activated at the discretion of any of its members, the City Manager or designate, or the Community Emergency Management Coordinator to assist in determining whether or not the entire Emergency Operations Centre should be activated.

To activate the Emergency Operations Centre and to notify the Municipal Control Group, the St. Thomas Police Services Dispatch Centre and/or the Community Emergency Management Coordinator shall be contacted by the Municipal Control Group member or designate

The Mayor or designated alternate Head of Council, the City Manager or any other member of the Municipal Control Group, or their designates may initiate the notification procedure.

When one of the designated members of the Municipal Control Group receives a warning of a real or potential emergency, that member will immediately contact the Community Emergency Management Coordinator through the St. Thomas Police Services Dispatch Centre and direct that the notification protocol for Municipal Control Group activation be implemented. The member initiating the call must work with the Community Emergency Management Coordinator to provide pertinent details (e.g. - the time and place for the Municipal Control Group to meet) as part of the notification procedure.

If deemed appropriate, the individual Municipal Control Group members will initiate internal departmental notification procedures for their staff, associated volunteers and other stakeholders or partners.

The Community Emergency Management Coordinator shall be responsible for keeping notification lists up to date. It shall be the responsibility of the Municipal Control Group member or designate to notify the Community Emergency Management Coordinator of any changes to staff contact information. Departmental contact lists shall form part of departmental emergency plans. A copy of all contact lists shall be kept up to date in the Emergency Operations Centre.

Drills

In the case of drills or exercises, all call-in messaging shall be prefixed with the phrase "this is a drill" Should an actual emergency occur during a drill or exercise, all initial messaging shall be prefixed with the phrase "no duff".

Requests for Assistance

Assistance may also be requested from Emergency Management Ontario at any time without loss of municipal control or authority. A request for assistance should be made by contacting the Provincial Emergency Operations Centre directly, 24/7 at 1-866-314-0472.

Part 7: DECLARATION/TERMINATION OF A “LOCAL STATE OF EMERGENCY”

General

Prior to an official declaration of a “**Local State of Emergency**”, city staff members are authorized to take whatever reasonable actions are necessary, as provided for in this Emergency Response Plan, to protect lives, property, and the environment. Such actions may include the following:

- Pre-notification of Municipal Control Group members and mobilizing the Emergency Operations Centre,
- Evacuating and isolating the emergency,
- Developing and implementing initial action plans and mitigation strategies and tactics,
- Utilizing/deploying resources,
- Acquiring resources,
- Liaising with other organizations and/or levels of government,
- Advising the public through use of various traditional and social media platforms.

The provisions provided for in this Emergency Response Plan must be implemented when managing a bona-fide emergency as herein described.

The Mayor or designated alternate Head of Council for the City, as Head of Council, is responsible for declaring a “Local State of Emergency.” This decision shall be made in consultation with, and upon advice from the Municipal Control Group.

Upon declaring a Local State of Emergency, the Mayor or designated alternate Head of Council shall ensure that the City Clerk (or designate) or other designated city staff member is directed to notify the following persons or agencies:

- Emergency Management Ontario (the Province),
- Members of City Council and the public,
- Neighbouring municipal officials, as necessary,
- Local Member(s) of the Provincial Parliament (MPP),
- Local Member(s) of Parliament (MP).

A Local State of Emergency may be terminated at any time by:

- Mayor or designated alternate Head of Council,
- A vote of City Council, or
- The Premier of Ontario.

When terminating an emergency, the Mayor or designated alternate Head of Council shall ensure that the City Clerk (or designate) is directed to notify the aforementioned persons or agencies:

Evacuation

The Municipal Control Group, in coordination with the Incident Commander or Unified Command Team, may issue evacuation notices to any portion of the City as may be required. The Notification Protocol for evacuation shall be issued by the City Clerk or designate and communicated to the public through the Emergency Information Officer.

Determination of a Local State of Emergency

The following list is intended as a guide for decision-makers when contemplating whether or not to declare a Local State of Emergency. Any one factor may be cause for "declaring" the emergency:

1. Is the situation an extraordinary event that requires extraordinary measures?
2. Does the situation pose a danger of major proportions to life and property?
3. Does the situation pose a threat to the provision of essential services?
4. Does the situation threaten social order and the ability to govern?
5. Has another level of government declared an emergency?
6. Is there the potential for legal action to be taken against employees or members of Council as a result of actions taken during the emergency event?
7. Are volunteers assisting in either the response or the recovery phases of the emergency?
8. Does the situation require a response that exceeds the City's response capability or does it impact certain areas of the City where a lack of services endangers life and/or property?
9. Will the City's response to the situation take place over multiple operational periods?
10. Has there been a structural collapse?
11. Is the situation a large-scale or complex Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) event, requiring specialized teams?
12. Does the situation require the evacuation and sheltering of people or animals?
13. Will the City be receiving evacuees from another municipality?
14. Does the situation pose the potential for a large-scale disruption to routine patterns of transportation or the re-routing of large numbers of people and vehicles?
15. Is the event likely to have a long-term negative impact on the City's economic

viability/sustainability, including unemployment or the lack of available banking services?

16. Are restorative measures necessary to re-establish commercial activity?

17. Will it be necessary to apply for funding to assist with the recovery after the emergency?

Part 8: PROVINCIAL/FEDERAL ASSISTANCE

Request Procedure

All requests for provincial assistance (resources, advice, materials) during a defined emergency shall be made through the Emergency Operations Centre to the Provincial Emergency Operations Centre. This shall exclude routine requests, for example: the Ontario Fire Marshal and Emergency Management (OFMEM) for fire investigations. A request for provincial assistance shall not be construed as the City relinquishing its authority for the management of the emergency. Requests for the provincial assumption of management authority for the emergency shall be made by the Municipal Control Group in consultation with the Head of Council or designate.

The Role of the Province

The role of Emergency Management Ontario is to monitor and provide guidance in the event of a major emergency. They are also responsible for enforcing the provisions of the Emergency Management and Civil Protection Act. During a major emergency they are likely to provide a field officer to attend at the Emergency Operations Centre to advise the Municipal Control Group and to provide liaison with the Province. The OFMEM shall always be advised of the declaration of a Local State of Emergency.

Requests for Federal Assistance

All requests for federal government assistance shall be made through the Provincial Emergency Operations Centre and must be made after the declaration of a Local State of Emergency.

Declaration of a County State of Emergency

If an emergency extends beyond the City limits and into Elgin County, a joint City/County Municipal Control Group may be created. A Joint Head of Council position may be created and shared by the City's Mayor and the County's Warden. The Joint Municipal Control Group shall include the following positions:

- City Mayor and County Warden,
- Community Emergency Management Coordinators from each affected municipality,
- County Chief Administrative Officer & City Manager,
- The Appointed EIO,
- Fire Mutual Aid Coordinator,
- Fire Chiefs from each affected municipality,
- Police representatives from each affected municipality,
- EMS representative,
- Social Services representative,
- Environmental Services representatives,
- Utility representatives,
- Additional personnel as required.

Declaration of a Provincial State of Emergency

The Act provides that the Premier may declare that an emergency exists throughout Ontario or any part thereof. Such a declaration may only occur if sufficient municipalities are in turn declaring their own local states of emergency, or in the case of a wide-spread emergency, such as a pandemic.

Part 9: MUNICIPAL CONTROL GROUP

Introduction

Once the Emergency Response Plan has been activated and the Municipal Control Group (has been notified to attend at the Emergency Operations Centre, the overall coordination and deployment of the resources required to mitigate the effects of the emergency shall become the responsibility of the Municipal Control Group in consultation with Incident Command and operating under the provisions of this plan.

Overall Command of the Emergency Incident itself shall fall to the Incident Commander or the Unified Command Team appointed by the Municipal Control Group. The Municipal Control Group provides logistical support and advice to Incident Command and ensures that unaffected areas of the City continue to function.

Decisions taken by the Municipal Control Group shall be based on the best information received. In all cases the Municipal Control Group will attempt to make decisions based on consensus, however if consensus cannot be achieved, the majority opinion of the group shall prevail. In the event of a deadlock, the Municipal Control Group Chair (City Manager or designate) shall make the final decision.

The Incident Commander/Unified Command Team shall be responsible for all decisions rendered at the Emergency Site (should one exist) and for establishing the emergency response strategy and tactics as outlined in the Incident Action Plan. Reporting to the Incident Commander/Unified Command Team shall be General Staff (Section Chiefs) and Command Staff (Emergency Information Officer, Liaison Officer, and Safety Officer).

Municipal Control Group Composition

The Municipal Control Group shall consist of the following positions or their designates (this list may be modified as required):

- The Mayor or designated alternate Head of Council,
- The City Manager, acting as the Municipal Control Group Chair, or designate,
- The Police Chief or designate,
- The Fire Chief or designate,
- Medical Officer of Health or designate,
- EMS representative,
- Community Emergency Management Coordinator & EIO,
- Director of Social Services or designate,
- Director of Environmental Services or designate,
- Director of Finance or designate,
- Director of Human Resources or designate,
- Director of Planning and Building Services or designate,
- Director of Parks, Recreation and Property Management or designate,
- Entegrus representative and other utility representatives.

The Community Emergency Management Coordinator acts as the Emergency Operations Centre facilitator and coordinates activities within the Centre.

The Emergency Information Officer (EIO) works with Incident Command and the Municipal Control Group Chair to disseminate information to the public and to monitor media reports concerning the incident.

Municipal Control Group Responsibilities:

General

- Order the activation of the Municipal Control Group and designate the EOC location,
- Appoint an Incident Commander or a Unified Command Team,
- Appoint an Emergency Information Officer,
- Maintain all municipal services outside of the designated emergency site perimeter,
- Order the setup of communications within the emergency site command post,
- Order the establishment of reception centres and shelters as required,
- Order the provision of Logistics, Planning, Finance, Operations resources to Incident Command,
- Provide advice to the Head of Council or designate on the declaration of a local state of emergency,
- Order the provision of transportation resources for evacuees,
- Prioritize the multiple needs for resources and assign in order of priority,
- Order the provision of resources to the emergency site (if there is one),
- Establish a business/meeting cycle that is contra to meetings held at the emergency site/command post location,
- Order that the required notifications and communications be sent (for example, to the Province),
- Ensure that the Recovery Plan has been activated and that the Recovery Committee has been appointed,
- Address the media and provide timely information to the public through the EIO,
- Order the development of a communications strategy – for example, call-in centre, social media, websites, traditional media etc.,
- Provide advice to the emergency site,
- Establish a transportation strategy,
- Liaise with hospitals, long term care facilities, retirement homes, group homes and the LHINS,
- Implement department specific emergency plans and operational continuity plans,
- Ensure the provision of GIS modelling is provided,
- Plan for a long duration emergency with trained relief staff,
- Ensure that all of the required forms are completed,
- Liaise with other levels of government and neighbouring municipalities,
- Engage with local utility services,

- Activate mutual aid, automatic aid and/or fee for service agreements.

The Municipal Control Group may fulfill its role, even if not all members or designates are in attendance. Notwithstanding, all members shall be notified to attend at the designated Emergency Operations Centre when a full activation notification is requested. The Municipal Control Group Chair (City Manager or designate) may request that a partial opening of the Emergency Operations Centre occurs where only select members of the Municipal Control Group attend.

The City Manager or designate shall chair all meetings of the Municipal Control Group. The Community Emergency Management Coordinator shall be responsible for facilitating the operation of the Emergency Operations Centre.

Declarations

The Municipal Control Group involvement in a declaration of a Local State of Emergency is to:

- Advise the Head of Council or designate on whether or not to declare a Local State of Emergency and when to terminate an already declared Local State of Emergency,
- Ensure that there is provision for initial mandatory notifications to neighbouring municipalities, the Province and other designated persons or agencies as required under the Act,
- Designate which areas of the City are considered to be the emergency area.

Communications

In order to ensure that information about the emergency is communicated to the public in a clear, precise and timely manner, the Municipal Control Group shall:

- Appoint an Emergency Information Officer,
- Ensure that timely information be provided to Council and the public,
- Approve information releases.

Decision Making

- All decisions made regarding areas outside of the perimeter of the emergency site shall be made by the Municipal Control Group,
- The Municipal Control Group Chair shall establish the frequency of business cycle meetings during the emergency,
- Business cycle meetings shall include a brief summary of the primary actions taken by each department/agency and any future needs (CAN Report – Conditions, Actions, Needs),
- Business cycle meetings shall be kept as brief as possible and shall be contra to

business cycle meeting times held at the emergency site.

Record-Keeping

- During an emergency, all City administrative staff shall fall under the direction of the City Clerk,
- The City Clerk's Office shall arrange for initial administrative support for both the Emergency Operations Centre and the Incident Command location(s),
- All appointed Section Chiefs (Logistics, Planning, Finance/Administration, Operations and the Incident Commander) will establish a procedure for accurate record-keeping throughout the emergency event,
- An Activity Log for the Emergency Operations Centre and the Incident Command Post shall be established,
- The records of all meetings, decisions, actions and directions shall be retained in accordance with the applicable City By-law,
- All expenditures regarding the emergency shall be tracked and authorized through the Finance Section,
- The drafting of provincial funding applications shall be completed by the Finance Section,
- Staff time regarding the emergency shall be accurately recorded by the Administration Section.

Managing Resources

The Municipal Control Group shall be responsible for the following:

- Appointing an Incident Commander or a Unified Command Team,
- Ensuring that there is adequate resource support for the emergency site,
- Ordering each city department to mobilize their department resources in accordance with individual department emergency response plans and the resource needs at the emergency site,
- Working through an appointed Logistics Section Chief regarding the acquisition of resources,
- Working through an appointed Finance Section Chief regarding the payment for resources,
- Working through an appointed Administration Section Chief regarding staff check-in, check-out procedures, use of volunteers, payroll, WSIB claims etc.,

- Determining the need for staff and then tracking and managing the staff deployed,
- Ordering transportation services, reception centres, and shelters for affected residents as required,
- Providing support staff for the Emergency Operations Centre,
- Ordering the continuation or discontinuation of utilities and other services,
- Requesting resources and other assistance from other neighbouring municipalities through mutual aid agreements or fee for service agreements,
- Liaising with other levels of government through the Provincial Emergency Operations Centre regarding the acquisition of other needed resources.

Recovery

The role of the Municipal Control Group during the **Recovery Phase** of the emergency is to:

- Ensure that either the Emergency Operations Centre stays activated or a Recovery Committee is established to manage recovery efforts,
- Order the development of a recovery plan for the emergency,
- Ensure that staff critical incident stress issues are addressed,
- Ensure that a Post Incident Analysis (PIA) occurs in a timely manner,
- Order the development of department specific "After Action" Reports,
- Develop an "After Action" Report for Council.

Operating/Business Cycle

Members of the Municipal Control Group shall gather at regular intervals (at contra times to the Incident Command Team Business Cycle Meetings) to provide information on: actions taken, problems encountered, progress made, and resources needed. The Municipal Control Group (Chair) shall establish the frequency of these meetings and the meeting agenda.

Meetings will be kept as brief as possible, thus allowing members to carry out their individual responsibilities under the plan. Assigned administrative support personnel shall maintain an Activity/Decision Log for the group during these meetings.

Part 10: INDIVIDUAL RESPONSIBILITIES, MUNICIPAL CONTROL GROUP MEMBERS

The Mayor/Head of Council (Acting Mayor) or Designate

The Mayor/Head of Council (Acting Mayor in the Mayor's absence) or designate shall be responsible for the following:

- Activating the Emergency Notification System through the Police Service Emergency Communications Centre (ECC) and the Community Emergency Management Coordinator if required,
- Declaring a Local State of Emergency upon advice from the Municipal Control Group,
- Declaring the termination of a Local State of Emergency,
- Participating as a member of the Municipal Control Group,
- Ensuring that Council members are kept informed,
- Liaising with MPs and MPPs regarding the emergency situation,
- Liaising with the Mayors from other nearby municipalities,
- Working with the Emergency Information Officer to prepare and make announcements to the public,
- Making authorizations on behalf of Council as required,
- Providing overall municipal political leadership throughout the emergency,
- Terminating the declared emergency upon advice from the Municipal Control Group,
- Assisting in determining the need to establish advisory group(s) and/or sub-committees,
- Participating in debriefings following the emergency,
- Participating in training, drills and exercises,
- Maintaining a position log and record all decisions and relevant actions.

City Manager or Designate

The City Manager or designate shall be responsible for the following:

- Activating the Emergency Notification System through the Police Service Emergency Communications Centre and the Community Emergency Management Coordinator as required,
- Confirming and approving the appointment of the Incident Commander or a Unified Command Team,
- Confirming the appointment of the Emergency Information Officer,
- Chairing the Municipal Control Group meetings,
- Scheduling Municipal Control Group meetings at regular intervals and at times contra to business cycle meetings at the emergency site,
- Inviting the Municipal Support Group members and subject matter specialists to assist the Municipal Control Group in making informed decisions,
- Ensuring that there is liaison with the Logistics Section Chief regarding security arrangements for the Emergency Operations Centre,
- Ensuring that there are provisions in place for the deployment of initial administrative support staff to the Emergency Operations Centre and the Emergency Site,
- Confirming that mandatory notifications (as required under the Act) have been completed,
- Ensuring that a communications link is established between the Emergency Operations Centre and the Emergency Site,
- Informing other stakeholders regarding the emergency as required,
- Ensuring that there is an ongoing recovery underway, including the appointment of a committee to oversee recovery efforts,
- Advising the Mayor or designated Head of Council on matters related to the emergency,
- Participating in debriefing sessions following the emergency,
- Participating in emergency preparedness training, drills and exercises,
- Maintaining a position log and recording all decisions and relevant actions.

Administrative Support

The Administrative Support Team, under the direction of the City Clerk shall be responsible for the following:

- Assisting the City Manager, Municipal Control Group, Incident Command and the Community Emergency Management Coordinator as required,
- Ensuring that all important decisions and actions during the emergency are recorded,
- Coordinating with IT to ensure that all required maps and status boards are kept operational and up to date,
- Providing a process for registering Municipal Control Group members and maintaining a Municipal Control Group members list,
- Notifying the required support and advisory staff of the emergency, the location of the Emergency Operations Centre and the Emergency Site,
- Coordinating the provision of clerical staff to assist as required,
- Retaining all records in accordance with the applicable City By-law,
- Completing other duties as assigned by the Municipal Control Group,
- Ensuring that all Municipal Control Group members maintain a personal log of all actions taken.

Fire Chief or Designate

The Fire Chief or designate shall be responsible for the following:

- Activating the Emergency Notification System through the Police Service Emergency Communications Centre and the Community Emergency Management Coordinator if required,
- Participating as a member of the Municipal Control Group,
- Providing advice related to fire, rescue and emergency management matters,
- Fulfilling provincially mandated responsibilities,
- Providing an Incident Commander or a member for the Unified Command Team at the Emergency Site, when requested,
- Ensuring that all staff members are operating under the provisions of the Provincial Incident Management System,
- Requesting the establishment of an emergency site command post if available,
- Providing assistance to other municipal departments as requested,
- Working with the Information Technology Division (IT) to establish a communications link to the Emergency Site,
- Assisting in the development of Fire Department related Strategic and Tactical Action Plan in consultation with the Operations Section Chief and Incident Command,
- Providing resources to assist with emergency mitigation, evacuation, and recovery efforts,
- Advising the Municipal Control Group on all matters related to Fire, Rescue and/or specialized emergency response,
- Liaising with the Environmental Services regarding water supply and pressure,
- Liaising with the Chief Building Official regarding the demolition of unsafe structures,
- Liaising with the County EMS contractor and assisting with triage & patient care,
- Liaising with other agencies, officials and stakeholders,
- Liaising with the Municipal Fire Coordinator to obtain additional resources,
- Providing administrative support staff when requested,
- Providing notification to the Province through the Provincial Emergency Operations Centre,
- Liaising with the Province regarding resource and environmental issues,
- Assisting in City recovery efforts,
- Participating in post-emergency debriefing and addressing critical incident stress following the emergency,
- Participating in emergency preparedness training, drills and exercises,
- Assisting with the completion of the After Action Report to Council,
- Completing other duties as assigned by the Municipal Control Group,
- Maintaining a position log and recording all decisions and relevant actions.

Police Chief or Designate

The Police Chief or designate shall be responsible for the following:

- Activating the Emergency Notification System through the Police Service Emergency Communications Centre and the Community Emergency Management Coordinator if required,
- Participating as a member of the Municipal Control Group,
- Fulfilling provincially and federally mandated responsibilities,
- Providing an Incident Commander or a member for the Unified Command Team at the Emergency Site when requested,
- Ensuring that all staff are operating under the Provincial Incident Management System,
- Establishing an emergency site command post if requested and if available,
- Providing temporary security to both the Emergency Operations Centre and the Emergency Site upon request,
- Developing and providing a policing/security plan for the continued protection of life and property and for the provision of law and order, both within the emergency site perimeter and throughout the unaffected areas of the City,
- Providing additional assistance to the City as requested,
- Addressing all criminal matters related to the emergency,
- Evacuating areas upon request from the Municipal Control Group or Incident Command,
- Advising the Municipal Control Group regarding all matters related to law enforcement,
- Establishing and maintaining an emergency site perimeter upon request from the Municipal Control Group, or Incident Command,
- Ensuring that Police Services continue outside the designated emergency perimeter,
- Establishing temporary security at evacuation centres, reception or registration centres, shelters, morgues, and evacuated areas upon direction from the Municipal Control Group,
- Ensuring that investigations are conducted as required,
- Providing notification to the Coroner, the National Transportation Safety Board (NTSB) or other stakeholder agencies as required and then acting as their designate,
- Providing traffic control in specified areas when requested,
- Liaising with other police services and the Province as necessary and arranging for police resources from other jurisdictions if required,
- Maintaining a centralized radio communications system that includes an Emergency Dispatch Centre and may also include a 911 Primary Public Service Answering Point (PPSAP),
- Assisting with City recovery efforts,
- Participating in post-emergency debriefing sessions and addressing critical incident stress following the emergency,
- Participating in emergency preparedness training, drills and exercises,
- Completing other duties as assigned by the Municipal Control Group,
- Maintaining a position log and recording all decisions and relevant actions.

Medical Officer of Health or Designate

The Medical Officer of Health or designate shall be responsible for the following:

- Activating the Emergency Notification System through the Police Service Emergency Communications Centre and the Community Emergency Management Coordinator if required,
- Participating as a member of the Municipal Control Group,
- Fulfilling the provincially mandated responsibilities of the local Medical Officer of Health,
- Notifying the Logistics Section Chief regarding the need for potable water supplies, sanitation facilities and other resources in order to maintain the health of the public,
- Coordinating with the County Public Health Unit regarding the emergency and all matters that may adversely affect public health,
- Acting as the Municipal Control Group's medical expert,
- Providing advice on the municipal response to disease related emergencies, epidemics, pandemics, water advisories, and other emergencies in accordance with provincial policies and guidelines,
- Providing advice and coordination on all efforts to prevent and control the spread of disease,
- Working with the St. Thomas Elgin Hospital to ensure that quality health care is provided to all persons in need during an emergency,
- Liaising with the Province to ensure that enough resources are available to address local public health needs,
- Providing liaison with non-profit/private agencies as for augmenting and coordinating public health resources,
- Assisting with City recovery efforts,
- Participating in debriefing following the emergency,
- Participating in emergency preparedness training, drills and exercises,
- Completing other duties as assigned by the Municipal Control Group,
- Maintaining a position log and recording all decisions and relevant actions.

Director of Social Services

The Director of Social Services shall be responsible for the following:

- Activating the Emergency Notification System through the Police Service Emergency Communications Centre and the Community Emergency Management Coordinator if required,
- Participating as a member of the Municipal Control Group,
- Providing advice on matters relating to shelters/evacuation centres, reception centres, temporary housing and other social services matters,
- Fulfilling provincially mandated responsibilities,
- Upon request from the Municipal Control Group, appointing an Incident Commander or a member for the Unified Command Team,
- Liaising with provincial officials, hospitals, city groups, social service agencies and housing groups, etc.,
- Coordinating the operation and staffing of all shelters and reception centres in partnership with the Canadian Red Cross and other partner agencies, including the registration of evacuees and the provision of enquiry services at these facilities,
- Co-ordinating the establishment and operation of one or more victim assistance centres as directed by the Municipal Control Group,
- Ensuring the well-being of all those persons who have been displaced,
- Ensuring that there is liaison with the Director of Parks, Recreation and Property Management regarding a plan for the pre-designation of emergency shelters which can be opened on short notice,
- Ensuring that there is a pre-emergency transportation plan in place for those residents in need at long term care facilities, retirement homes, and group homes,
- Liaising with representatives of the Catholic District School Board and/or the Public District School Board in developing a plan/agreement for the emergency use of school board controlled facilities,
- Maintaining liaison with the LHINS, the St. Thomas Elgin Hospital, Long Term Care facilities, and other vulnerable occupancies regarding the transportation and temporary housing of vulnerable populations during the emergency,
- Coordinating with the Logistics Section Chief regarding the purchase of materials and supplies to address the basic needs of the displaced,
- Coordinating with the Logistics Section Chief and other agencies (for example the Canadian Red Cross) regarding the provision of meals, beds, etc. at temporary shelters and other temporary facilities,
- Assisting with City recovery efforts,
- Participating in post-emergency debriefing sessions following the emergency,
- Participating in emergency preparedness training, drills and exercises,
- Completing other duties as assigned by the Municipal Control Group,
- Maintaining a position log and recording all decisions and relevant actions.

Director of Environmental Services and Engineering

The Director of Environmental Services and Engineering shall be responsible for the following:

- Activating the Emergency Notification System through the Police Service Emergency Communications Centre and the Community Emergency Management Coordinator, if required,
- Participating as a member of the Municipal Control Group,
- Providing advice related to engineering, infrastructure, pollution control, water and sewers, roads and transportation, capital works, vehicles and equipment,
- Providing Section Chief Officers (for example Logistics Section Chief) if requested.
- Providing other staffing and resources as requested,
- Liaising with the Logistics Section Chief regarding the emergency resource requirements,
- Liaising with the Fire Chief or designate regarding water supply and pressure for firefighting,
- If requested, providing an Incident Commander/member for the Unified Command Team,
- Developing a continuity of operations plan for transportation services, road infrastructure, drainage, waste management, and fleet services,
- Arranging for snow and debris clearance and removal for access to the emergency,
- Assisting with the clean-up during the recovery phase of the emergency,
- Developing a plan for special waste removal during the recovery phase of the emergency,
- Liaising with the Logistics Section Chief to provide road/traffic barriers and other resources upon request,
- Liaising with the Logistics Section Chief to provide equipment for emergency pumping, dewatering and vacuuming,—
- Liaising with the Logistics Section Chief to maintain a fuel supply for emergency vehicles, generators and other equipment,
- Liaising with the local Conservation Authority regarding flood and drainage issues,
- Liaising with neighbouring communities and other levels of government regarding engineering, transportation and infrastructure issues,
- Developing a plan for the continued operation of municipal vehicles,
- Providing temporary transportation services for emergency site evacuees,
- Providing other Environmental Service's resources as requested,
- Developing a plan to provide heavy equipment as required,
- Liaising with other agencies and levels of government as required,
- Participating in debriefing sessions following the emergency,
- Participating in emergency preparedness training, drills and exercises,
- Completing other duties as assigned by the Municipal Control Group,
- Maintaining a position log and recording all decisions and relevant actions.

Director, Parks, Recreation and Property Management

The Director, Parks, Recreation and Property Management shall be responsible for the following:

- Activating the Emergency Notification System through the Police Service Emergency Communications Centre and the Community Emergency Management Coordinator,
- Participating as a member of the Municipal Control Group,
- Providing advice on all areas of concern related to the Parks and Recreation, Building/Facilities and Property Management Departments,
- Providing Section Chief Officers (Logistics, Planning, Finance, Operations) if requested,
- Providing resources such as buildings, staff, materials and equipment as requested,
- Ensuring that support staff are provided to assist in the mitigation of the emergency,
- Coordinating and facilitating the use of any municipal buildings or facilities under the care and control of the Department to assist with mitigating the emergency,
- Providing buildings/facilities to assist with the establishment of emergency reception centres and shelters,
- Liaising with other agencies and levels of government as required,
- Participating in post-emergency debriefing sessions following the emergency,
- Participating in emergency preparedness training, drills and exercises,
- Completing other duties as assigned by the Municipal Control Group,
- Maintaining a position log and recording all decisions and relevant actions.

Director of Finance

The Director of Finance shall be responsible for the following:

- Activating the Emergency Notification System through the Police Service Emergency Communications Centre and the Community Emergency Management Coordinator,
- Participating as a member of the Municipal Control Group,
- Providing advice on those areas of concern related to financial analysis, information technology, and procurement,
- Providing a risk assessment to the Municipal Control Group, along with mitigation suggestions,
- Providing Section Chief Officers (for example Planning Section Chief or Finance Section Chief) as requested,
- Providing staffing resources as requested,
- Liaising with Information Technology Services to ensure that all communications, computer/technology, and the GIS needs of the Emergency Operations Centre/Municipal Control Group are in place and ensuring (through IT) that there is a reliable communications link between the Emergency Operations Centre and the Incident Command Post(s) at the Emergency Site(s),
- Providing information, advice and tracking regarding financial matters,
- Issuing funds to assist departments and divisions in the fulfilling their responsibilities under this plan,
- Establishing a temporary system for procurement during the emergency,
- Establishing an approvals and tracking process for the emergency event,
- Ensuring that there is prompt payment of legitimate invoices and claims incurred during the emergency,
- Ensuring that expense records are adequately kept for future claims purposes,
- Liaising with the Province regarding possible emergency relief funds and other provincial grant applications,
- Establishing a mechanism for receiving and paying claims for financial assistance,
- Post-emergency, providing a complete accounting of all expenses related to the emergency,
- Participating in post-emergency debriefing sessions,
- Participating in emergency preparedness training, exercises and drills,
- Liaising with other agencies as required,
- Completing other duties as assigned by the Municipal Control Group,
- Maintaining a position log and recording all decisions and relevant actions.

Director of Human Resources

The Director of Human Resources shall be responsible for the following:

- Activating the Emergency Notification System through the Police Service Emergency Communications Centre and the Community Emergency Management Coordinator,
- Participating as a member of the Municipal Control Group,
- Providing advice to the Municipal Control Group on those areas of concern related to human resource management, labour relations, recruitment and tracking of volunteers, staff training, workplace safety and WSIB issues,
- Providing Section Chief Officers as requested (for example, Administrative Section Chief),
- Developing a plan for the health, safety and well-being of all employees during the emergency,
- Developing a payroll process for all staff who are participating in the emergency,
- Providing a workplace safety specialist in support of the Municipal Control Group or at the Emergency Site,
- Coordinating Critical Incident Stress Debriefing sessions for all staff members and coordinating the needed professional counselling services as required,
- Coordinating, registering, identifying and tracking the use of volunteers at the emergency,
- Developing a City volunteer registry, skills inventory list and a volunteer contact/call out procedure,
- Establishing a check-in/check-out procedure for all staff and volunteers,
- Establishing a procedure to track injury (WSIB) claims during the emergency,
- Providing specific instructions for staff and volunteers regarding any matter related to human resources management,
- Completing other duties as assigned by the Municipal Control Group,
- Participating in debriefing sessions and addressing critical incident stress issues following the emergency,
- Participating in emergency preparedness training, drills and exercises,
- Maintaining a position log and recording all decisions and relevant actions.

Director of Planning and Building Services

The Director of Planning and Building Services shall be responsible for the following:

- Activating the Emergency Notification System through the Police Service Emergency Communications Centre and the Community Emergency Management Coordinator,
- Participating as a member of the Municipal Control Group,
- Advising the Municipal Control Group and all matters related to Planning and Building Services,
- Providing advice on those areas of concern related to emergency incident planning,
- Providing Section Chief Officers as requested (for example, Planning Section Chief),
- Providing all staff required by the Planning Section,
- Collating, coordinating and collecting all IMS forms needed to develop an Incident Action Plan,
- Developing an Incident Action Plan for the next emergency operational period,
- Facilitating mapping and GIS resources for the Municipal Control Group and the Emergency Site,
- Chairing all planning meetings and participating in all staff briefings,
- Ensuring the completion of the Planning Section Chief checklist,
- Participating in debriefing sessions following the emergency,
- Participating in emergency preparedness training, drills and exercises,
- Completing other duties as assigned by the Municipal Control Group,
- Maintaining a position log and recording all decisions and relevant actions.

City Clerk

The City Clerk shall be responsible for the following:

- Participating as a member of the Municipal Control Group when requested,
- Liaising with contracted legal experts regarding those areas of concern related to legal matters, legislation, By-laws, municipal procedures and access to information,
- Liaising with other municipal and provincial officials with respect to legal matters,
- Ensuring the completion of the following:
 1. The creation of a permanent record of all events related to the emergency,
 2. Creating a post-emergency "After Action Report" for Council,
 3. Communication on behalf of the Municipal Control Group with other municipal organizations and the Province.
- Assisting with the establishment of a citizen enquiry line,
- Providing administrative support to the Municipal Control Group in the Emergency Operations Centre,
- Performing official notifications to staff and Council as directed by the Municipal Control Group,
- Participating in debriefing sessions following the emergency,
- Participating in emergency preparedness training, drills and exercises,
- Completing other duties as assigned by the Municipal Control Group,
- Maintaining a position log and recording all decisions and relevant actions.

Community Emergency Management Coordinator

The Community Emergency Management Coordinator shall be responsible for the following:

- Activating the Emergency Notification System, either manually or through the Police Service Emergency Communications Centre and/or utilizing the designated personnel notification software,
- Participating in the Municipal Control Group and providing advice regarding emergency management topics, the Incident Management System, the development of the Incident Action Plan (IAP) and through the proper channels, addressing conditions and concerns at the emergency site(s),
- Coordinating the City's Emergency Management Program,
- Liaising with other municipalities and the Province regarding the City's Emergency Management Program,
- Maintaining the City's Emergency Response Plan, chairing the Emergency Program Committee meetings and ensuring that the City is compliant with the Act,
- Developing an Emergency Operations Centre Manual and ensuring that the most up-to-date City Emergency Response Plan is placed in the manual,
- Developing training courses related to IMS, the Emergency Response Plan and matters related to Emergency Management, for all City staff,
- Coordinating the Emergency Management Program Committee's review and revision of the Emergency Response Plan, the Hazard Identification and Risk Assessment and the Critical Infrastructure List,
- Coordinating emergency exercises within the City,
- Acting as the Emergency Operations Centre facilitator and preparing the Emergency Operations Centre for activation,
- Providing emergency management advice to the Municipal Control Group, support staff, and other personnel as required,
- Contacting neighbouring municipalities and the Province to advise them of the local emergency situation,
- Assisting in the development of the Incident Action Plan (IAP),
- Monitoring the well-being of personnel working in the Emergency Operations Centre and ensuring that the Municipal Control Group and Section Chiefs arrange for staff rest and/or relief as needed,
- Confirming that accurate records are kept of all emergency activities,
- Collecting information during the emergency to prepare for the Post Incident Analysis,
- Assisting the Municipal Clerk in the preparation of an "After Action Report,"
- Assisting the Incident Commander or Unified Command Team when requested,
- Restoring the Emergency Operations Centre back to normal, after the emergency,
- Ensuring that all members of the Municipal Control Group and Incident Command have the necessary plans, resources, supplies, maps, and equipment available for use,
- Providing advice and clarification regarding the Emergency Response Plan,
- Ensuring that the Municipal Control Group Business Cycle meetings occur on time,
- Participating in debriefing sessions following the emergency,
- Facilitating and instructs at emergency preparedness training, drills and exercises,
- Maintaining a position log & completing other duties as assigned by the Municipal Control Group.

Emergency Information Officer (EIO) or Designate

The Emergency Information Officer shall be responsible for the following:

- Participating as a member of the Command Staff reporting to (Incident Command),
- Ensuring that there is a designated EIO on duty at all times during the emergency,
- Assisting the Logistics Section Chief with the preparation of a Communications Plan,
- Appointing an EIO designate/assistant for the emergency site.
- Coordinating emergency messaging originating from the Municipal Control Group with emergency messaging originating at the emergency site to ensure consistency,
- Arranging for and chairing press conferences at the designated Media Centre,
- Assisting the Mayor, City Manager, and Incident Commander with message content and speaking notes,
- Monitoring all media outlets during the emergency to provide advice to the Municipal Control Group regarding information that is being received by the public,
- Utilizing social media to provide emergency messaging,
- Countering false information,
- Overcoming social media challenges (for example: Twitter limitations),
- Providing traditional media releases for circulation to all media outlets,
- Receiving incident status briefings from the City Manager or the Community Emergency Management Coordinator,
- Arranging for information to be posted to the City's official web-site,
- Assisting the Mayor or designate in briefing Council, Provincial and Federal government representatives and representatives from other neighbouring municipalities,
- Coordinating visits of news media to the emergency site,
- Participating in debriefing sessions following the emergency,
- Participating in emergency preparedness training, drills and exercises,
- Performing other duties as assigned by Incident Command or the Municipal Control Group,
- Maintaining a position log and recording all decisions and relevant actions.

The Representative for Entegrus

The Representative for Entegrus Inc. shall be responsible for the following:

- Providing assistance to the Municipal Control Group or participating as a member of the Municipal Control Group if requested,
- Arranging to continue or discontinue electrical services to any consumer where it is considered necessary in the interest of public safety,
- Prioritizing the restoration of electrical power for essential users and fulfilling the emergency power needs of the City,
- Arranging for the clearance of power lines and fallen trees on emergency routes in order to allow for emergency access to affected areas,
- Establishing procedures and maintaining plans for emergency response to electrical emergencies, including the temporary acquisition of additional resources as required,
- Assisting with post-disaster cleanup and the restoration of services,
- Maintaining plans for alternative suppliers of electrical power,
- Monitoring the status of power outages and customers without services,
- Providing updates on power outages, as required,
- Ensuring liaison with other agencies and the Emergency Operations Centre,
- Providing assistance in accessing generators for essential services, or other temporary power measures,
- Maintaining a position log and recording all decisions and relevant actions.

Part 11: MUNICIPAL SUPPORT GROUP

General

The Municipal Support Group (MSG) is comprised of senior-staff that may be required to:

- Provide support and advice to the Municipal Control Group,
- Assist in managing the emergency and replace Municipal Control Group members during long duration incidents,
- Operate in Section Chief Positions (Operations, Logistics, Planning, Finance, Administration, and Intelligence/Information) that may be appointed.

Municipal Support Group Composition

The following additional personnel (and others as determined by the Municipal Control Group) will serve as the Municipal Support Group:

- Manager of Finance,
- Purchasing Officer,
- Additional Finance Division personnel,
- Additional HR personnel,
- Manager, Information Technology,
- Director, Valley-view Long Term Care,
- Manager, Building & Bylaw Enforcement,
- Manager, Water & Sewer,
- Representative, St. Thomas Elgin General Hospital
- Manager, Roads,
- Manager, Capital Works,
- Director, Economic Development,
- Representative - Union Gas Limited,
- Police Command Officer(s),
- Fire Command Officer(s),
- Other Stakeholder Representatives.

Part 12: OTHER AGENCIES

General

During an emergency, many agencies may be required to work with the Municipal Control Group to assist in the mitigation of a major emergency event. Some of these agencies are listed below. Examples of other agencies that are not listed might include: Emergency Management Ontario, the Ontario Provincial Police, Emergency Management Ontario and the Office of the Fire Marshal, the Ministry of the Environment and Climate Change, the Ministry of Natural Resources and Forestry, the Ministry of Health and Long Term Care, the Ministry of Corrections and Public Safety, the Ministry of Community and Social Services, local industry and other private sector representatives, local non-profit organizations and volunteer groups, local conservation authorities, and other agencies and organizations.

All agencies participating in assisting the City with mitigation and/or recovery efforts shall be required to maintain a position/activity log and record all decisions and relevant actions provided by their agency during the emergency event.

Manager, Water and Sewer

The Manager, Water & Sewer or designate shall be responsible for the following:

- Providing assistance to the Municipal Control Group,
- Arranging to discontinue water/wastewater services where it is considered in the interests of public safety,
- Prioritizing the restoration of water/wastewater services for essential users,
- Ensuring that there is an adequate amount of water supply at adequate pressures for fire suppression,
- Establishing procedures and plans for the emergency response to drinking water contamination,
- Assisting with the post-disaster clean-up and the restoration of utility services,
- Maintaining plans for the provision of alternative water supplies,
- Monitoring the status of water disruptions and addressing any public concerns,
- Accounting for water usage with the Ministry of the Environment and Climate Change,
- Performing other duties as assigned by the Municipal Control Group,
- Maintaining a position log and recording all decisions and relevant actions.

Representative, St. Thomas Elgin General Hospital

The St. Thomas Elgin General Hospital shall be responsible for the following:

- Providing assistance to the Municipal Control Group,
- Implementing the hospital emergency plan and coordinating provincial health care assistance when necessary,
- Evaluating requests for medical site/triage teams,

- Ensuring that there is hospital and long term care facility liaison with the Medical Officer of Health and the EMS provider regarding the transportation, care and treatment of the sick and/or injured,
- Evaluating requests for the provision of medical site team resources or on-site triage teams,
- Ensuring that there is liaison with the Ministry of Health and Long Term Care as appropriate regarding relevant issues,
- Ensuring that all active treatment facilities servicing the City of St. Thomas are prepared to implement their respective emergency plans as required,
- Assisting with the transportation of non-ambulatory residents or patients,
- Maintaining a position/activity log, recording all decisions and relevant actions.

Telecommunications

It is anticipated that the City's IT Division will work with those companies providing telecommunications services within the City to ensure that the emergency telecommunications services that are essential for emergency response are given priority attention, including both the maintenance and the restoration of service during the emergency.

Should this not occur, the City must plan through the Logistics Section Chief and the I.T. Group to use other forms of communications such as the internet, radio, ham radio, or satellite radios.

Canadian Red Cross Society Representative

The Canadian Red Cross Society (CRCS) will receive requests for support from the Social Services Representative. The CRCS has the resources to assist with reception/registration centres, shelters, emergency housing, enquiry services, providing certain supplies, tracking evacuees and assisting with communication to the friends and relatives of evacuees and those others impacted by the emergency. It is anticipated that the Canadian Red Cross Representatives shall:

- Activate the CRCS emergency alert system,
- Co-ordinate the CRCS response,
- Provide registration services at reception centres if requested,
- Collect reliable information & answer enquires from the public,
- Assist with the reunification of family members,
- Set-up and operate shelters and/or evacuation centres,
- Properly register volunteers and provide instruction,
- Assist in providing temporary accommodations outside of a shelter,
- Participate in post emergency debriefing sessions,
- Keep and maintain a decision log.

Salvation Army Representative

The Salvation Army (SA) will receive requests for assistance from the Municipal Control Group through the Social Services Representative. SA has an emergency response capability to address some social welfare issues such as short-term accommodation, clothing, food and

emergency reception centre support and are prepared to respond when requested. The Salvation Army also has the capability to arrange for clergy assistance at the emergency site or at temporary reception centre(s). The Salvation Army shall:

- Activate the organizations alert system,
- Coordinate the SA response,
- Assist with the distribution of food to emergency personnel and the public at the emergency site,
- Assist Social Services with shelter supplies and staff support,
- Provide clergy assistance as required,
- Assist with the provision of volunteers,
- Keep and maintain a decision log.

St. John Ambulance Representative

St. John Ambulance (SJA) will receive requests for assistance from the Municipal Control Group through the Social Services Representative, EMS Representative or Public Health Representative. SJA has the capability to respond to a disaster site to assist with the provision of medical first aid and triage and if so requested, assist in patient transportation. SJA also will provide first aid and ancillary services per the Memorandum of Understanding (MOU) between SJA and Social Services. St. John Ambulance shall:

- Activate the organizations alert system,
- Work within the current MOU established,
- Establish first aid posts as required,
- Provide assistance at the Emergency site, reception site(s) and shelter(s) as required,
- Keep and maintain a decision log.

St. Thomas Amateur Radio Club and Other I.T. Resources

The St. Thomas Amateur Radio Club is a volunteer group which co-ordinates Amateur radio initiatives within the St. Thomas area. They are prepared to establish back-up emergency radio communications at various sites across the City. This may be a communications alternative if traditional forms of radio communications become inoperable.

Their priority is to provide the necessary link between the Emergency Operations Centre, the Incident Command Post(s) and/or Evacuation/Reception Centre(s). Other I.T. Resources may also fill this role.

Coroner

The St. Thomas Police Service acts as the representative for the Office of the Chief Coroner at all emergency incidents. In the event of fatalities during an emergency, the Coroner or designates shall have the responsibilities outlined in the Ontario Coroner's Act.

Private Sector Incident Representatives

When a major emergency has been caused by an industrial accident, the Municipal Control Group may request that private sector organizations with special expertise, provide that

expertise to assist in mitigating the emergency. There may also be other occasions or circumstances where private sector resources are required by the City.

Provincial Government Representatives

The Ontario Emergency Management field advisor shall serve as the primary initial provincial contact for the Municipal Control Group and shall facilitate contact with other provincial ministries and agencies.

Media

The appointed Emergency Information Officer shall be responsible for the following:

- Providing communications with the media,
- Monitoring the media,
- Facilitating media briefings by the Head of Council,
- Developing information releases.

Communications and messaging between the Municipal Control Group and Incident Command operating at the emergency site shall be consistent. For the purposes of this plan, the media shall consist of both traditional media and social media.

Official releases may contain information on the following:

- Actions for the public to take during an emergency,
- Detailed information on the status of utilities and other services,
- General safety precautions,
- Social service messaging,
- Information from both Incident Command and the Municipal Control Group.

This information may be contained in one or more media releases. In addition, interviews, briefings and media scrums should stay “on message” and focus on important public safety information.

The Municipal Control Group shall make priority decisions based on facts and real-time information and not on information received through social media. The Emergency Information Officer may provide messaging to counter any misinformation discovered on social media.

The Boards of Education Representatives

The respective Boards of Education may have activated their own emergency response plans for those schools affected by the emergency. During those times when the Boards of Education are called upon to assist the City, it is anticipated that the respective Boards, Incident Command and the Municipal Control Group will work together to ensure that:

- The Municipal Control Group is provided with information with respect to the Board's actions to ensure the safety and wellbeing of their students and staff,
- There is a liaison between the Boards of Education and the Municipal Control Group,

- A proper protocol is followed when resources are requested during the emergency,
- The schools continue to operate whenever possible,
- “Shelter in Place” procedures or the implementation of school lockdowns or evacuations shall be communicated between the two organizations.

Union Gas Representative

Union Gas Limited may have activated its own emergency plan regarding the shut-down and/or restoration of gas services during an emergency. Union Gas or designates shall be the agency that Incident Command initially requests to address the following issues:

- Arranging to discontinue gas services to any consumer where it is considered necessary in the interests of public safety,
- Activating plans that are in place for alternative gas supplies, and for the priority restoration of natural gas services,
- Establishing procedures and maintaining plans for the emergency response to gas leaks,
- Co-ordinating response efforts with other agencies and providing expertise when requested,
- Assisting with post-disaster recovery, clean-up and restoration of natural gas services.

Victim Services

Upon request, St. Thomas Victim Services (VS) has been identified as a City partner agency that is affiliated with the Police Service and typically provides initial short term crisis assistance. Trained crisis response personnel are usually available twenty-four (24) hours a day, seven (7) days per week to respond to emergency situations.

It is expected that a coordinated and systematic assistance approach will be provided to those in need during an emergency event. VS has their own plan to identify potential persons in need, provide the appropriate response, and to partner with other City agencies that are most able to provide short-term, intermediate, and long-term solutions to social service needs.

Federal Government Agencies

Industry Canada

The Western Ontario District Office of Industry Canada provides advice and assistance on communications matters during an emergency. This might include: authorization to temporarily acquire special emergency communications equipment; emergency actions to take in addressing portable or mobile radio interference; and other assistance as may be required to manage the emergency.

Environment Canada

The Toronto Weather Office of Environment Canada's Atmospheric Environment Service provides information on upcoming weather conditions and how they may affect emergency

operations.

The National Transportation Safety Board of Canada

The National Transportation Safety Board has the legislated responsibility to investigate emergency incidents involving federally regulated activities such as railway and aviation related incidents. The Police Service acts as the representative for this agency in their absence.

Part 13: RECOVERY AND DEPARTMENT PLANS

Recovery

The Municipal Control Group shall initiate recovery efforts and activate a recovery plan as soon as possible during and/or after the emergency. This often occurs while the emergency continues to be ongoing and usually before the emergency declaration has been terminated. The Municipal Control Group shall continue to operate the Emergency Operations Centre at its discretion throughout the recovery phase of the emergency. The emergency plan must also continue to guide all operations throughout all phases of the emergency.

Department Plans

All municipal departments should prepare department specific emergency response and continuity of operations plans.

Each department specific plan may contain following elements:

- An organizational chart that would apply during an emergency and that includes any connections to other departments,
- A list of staff duties/responsibilities that are required to be completed during an emergency,
- A staff contact and notification list,
- A resources plan that identifies back-up facilities, stand-by power sources, available equipment and the provision for maintenance,
- Upstream/downstream dependencies including cross departmental impacts and impacts on stakeholders,
- Communications/accountability – how the department will stay in contact with staff (phone, radio, SMS, social media, etc.),
- A back-up communications strategy,
- The anticipated scheduling of staff to cover a 24/7, long duration emergency,
- The required food and accommodations necessary for staff to continue in their rolls,
- Check-in/check-out/tracking procedures and locations,
- Facilities that will continue to be staffed during the emergency,
- How the department intends to address staff personal family needs during the emergency,
- Record-keeping/forms – logging significant decisions, events and activities, and ensuring that all staff are trained on the use of standardized IMS forms,
- Recovery – how does the Department plan to restore services and return to normal operations?

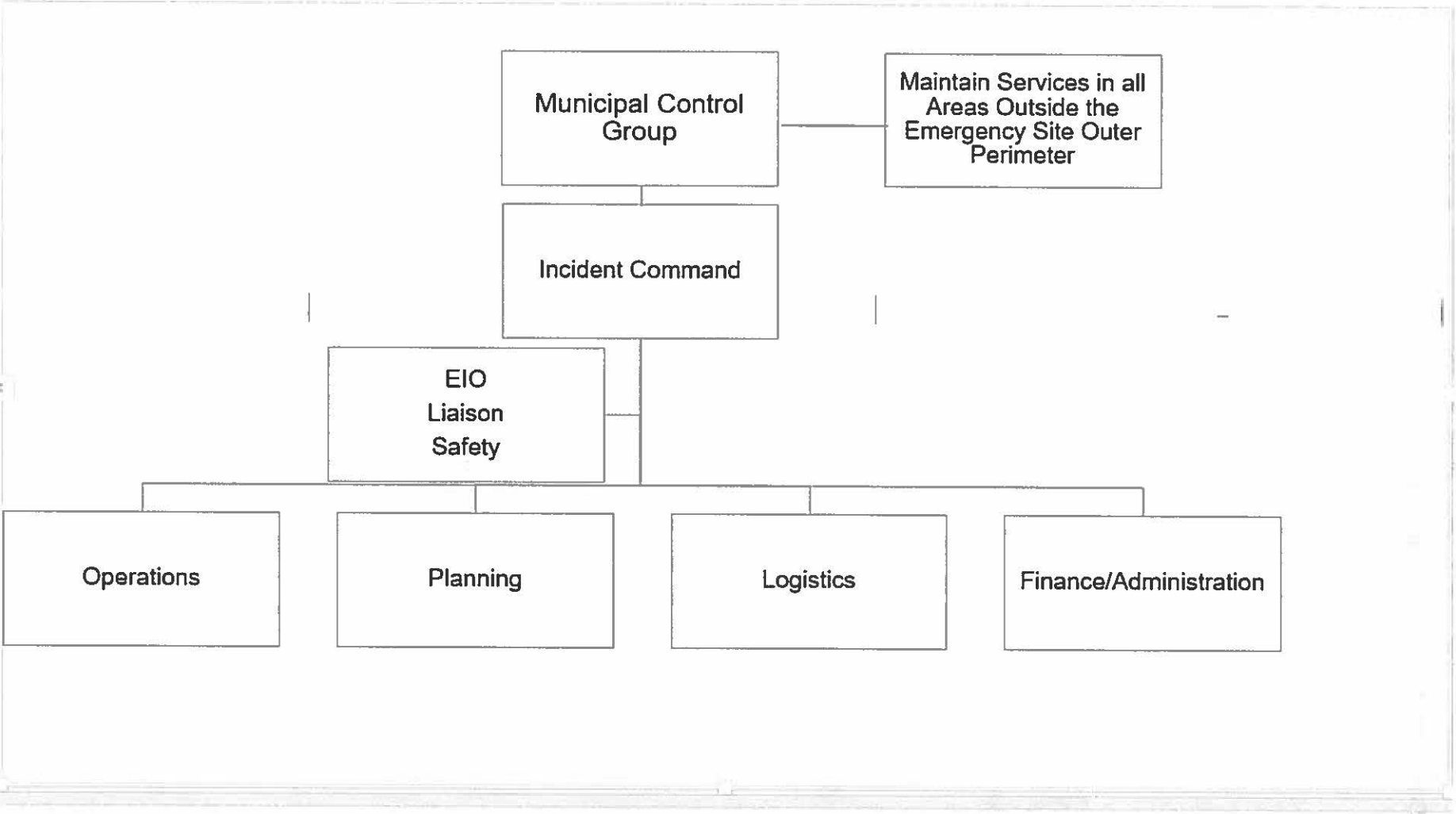
Debris Removal

The City may develop a plan or a systematic approach for the clearance, removal, transport, temporary storage, segregation, reduction and ultimate disposal of debris generated by the emergency.

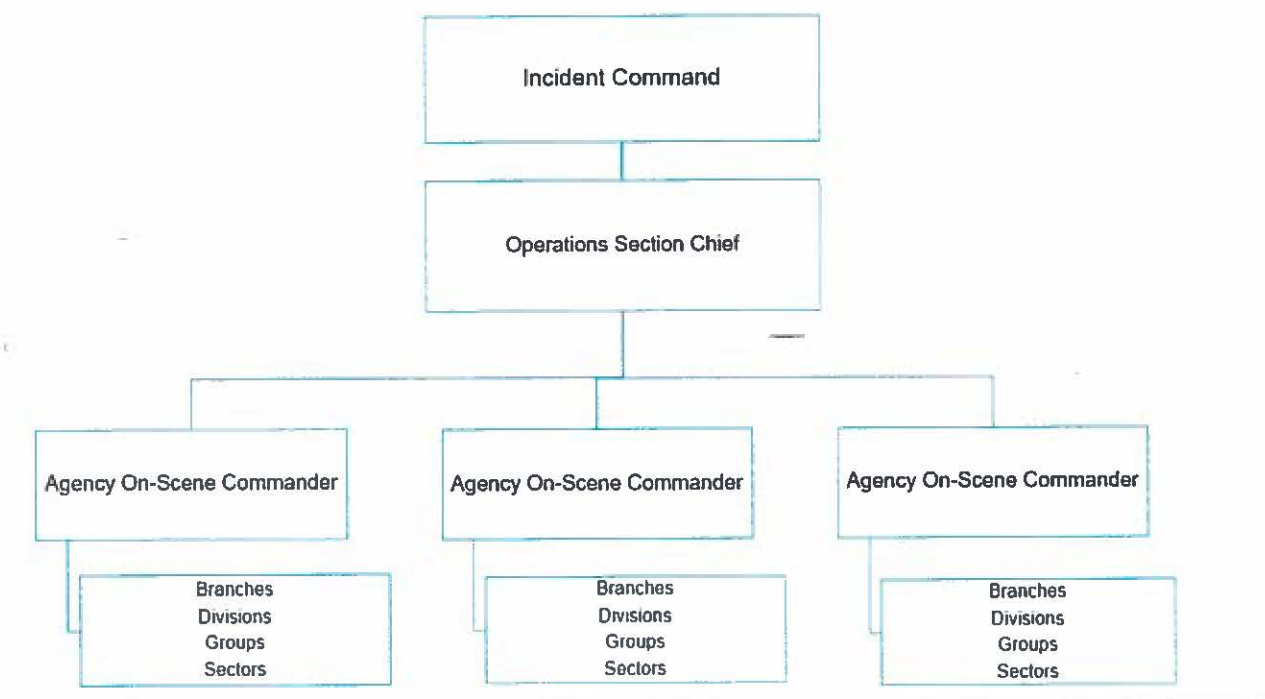
The plan should also include plans for the management of those contractors and in-house resources designated to collect the debris.

Consideration may be given to the implementation of resource sharing agreements to assist with debris removal. Recycling should be contemplated during this process, as should a public information plan.

INCIDENT MANAGEMENT SYSTEM CHART



CHAIN OF COMMAND CHART – EMERGENCY SITE



ANNEX A: EMERGENCY RESPONSE ACTIVATION

Activation of the Municipal Control Group shall occur through the emergency notification process established by the City. Currently emergency notifications are provided by the Police Emergency Communications centre utilizing manual dialing or notification software provided for this purpose.

Those receiving these messages will note the details of the message (for example: a description of the emergency, instructions on whether or not to remain on stand-by or to assemble at the Emergency Operations Centre, is it the primary or secondary EOC, etc.). Persons on the notification list will be called in the designated order.

If a manual notification is required, the following format shall be used:

1. Message Notification Format

a. Sample Script

I am (*your name and position*), and I am calling to inform you that the Emergency Operations Centre will be activated at (*date and time*) due to (*state the nature of the emergency*). As a member of the Municipal Control Group you should report to (*location: primary / alternate EMERGENCY OPERATIONS CENTRE or other location*) at (*time and date*) and report to the COMMUNITY EMERGENCY MANAGEMENT COORDINATOR.

Thank you:

Note: The caller delivering this message MUST record the date and that time EACH member (or alternate) of the MUNICIPAL CONTROL GROUP was contacted.

ANNEX B: EMERGENCY OPERATIONS CENTRE

The Emergency Operations Centre is the designated facility from which the Municipal Control Group operates in support of the emergency site and to maintain services throughout unaffected areas of the City. It can be located anywhere, but usually it will be located at either the primary or back-up (secondary site).

The Municipal Control Group

- Selects the Incident Commander or Unified Command Team and provides initial instructions,
- Ensures that critical infrastructure is protected,
- Determines if the emergency should be declared a "Local State of Emergency,"
- Maintains services outside the designated emergency-site perimeter,
- Takes the lead in recovery efforts,
- Conducts regular business cycle/ information gathering meetings,
- Develops situational analysis,
- Considers the Incident Action Plan in the decision-making process,
- Provides concise and timely information to the public,
- Identifies needed resources and prioritizes needs,
- Addresses media relations and provides information to the public,
- Assists logistics in acquiring and coordinating resources,
- Is the emergency management focal point,
- Must be able to expand or contract based on current needs and circumstances of the incident,
- Is responsible with liaising with other levels of government and other agencies or organizations,
- Performs the duties of senior policy advisors for the Incident Command/Management Team,
- Makes recommendations concerning: personnel and equipment deployment, staffing, safety issues, and other operational considerations such as the establishment of reception centres or shelters.

Also operating within the Emergency Operations Centre are Command Staff (Liaison, Safety, Emergency Information Officer), and General Staff (Operations, Planning, Logistics, Finance, Administration Section Chiefs) and other support staff.

With proper planning and exercises, the decisions emanating from the Municipal Control Group and staff operating in the Emergency Operations Centre will increase emergency survivability, enhance the continuity of operations, better protect property, places of employment and the environment, and improve post-emergency outcomes.

The Emergency Operations Centre

The Emergency Operations Centre should be:

- Secure and have adequate resources and supplies for long term operations,
- Familiar to all staff,
- Equipped with the fundamental tools needed to manage complex, cascading emergency

-
- events, (computers, phones, meeting/breakout rooms, whiteboards etc.),
 - Be equipped with copies of all emergency plans, mutual or automatic aid agreements, service level contracts and agreements, key personnel telephone numbers, key contact numbers for outside agencies, stakeholders, and key suppliers,
 - Be equipped with internet capability,
 - Have access to mapping and GIS resources,
 - Have back-up power generation capability,
 - Have a communications plan that includes contingencies for radio communications failures.

Authority

Orders and directions issued by the Municipal Control Group are authorized under the provisions of Emergency Management and Civil Protection Act and is delegated by Council through the Emergency Management Program Bylaw.

The Mayor or designated Head of Council has the authority to declare or terminate a "Local State of Emergency." Staff on duty at the Emergency Operations Centre have the authority to carry out their delegated responsibilities under the Act. It is important that all City stakeholders understand this authority.

Sustainability of the Emergency Organization

It is the responsibility of each department operating under the direction of the Municipal Control Group to ensure that there is organizational sustainability during an emergency. This is accomplished by ensuring that there are suitably trained staff members fulfilling their designated roles and areas of responsibility. There must also be a trained contingent of personnel that are able to relieve on-duty staff at the end of each operational period.

A typical operational period lasts from 8 to 12 hours, as determined by Incident Command and as documented in the Incident Action Plan.

In order to ensure that there is a smooth transition between off-going and in-coming staff members, proper briefings must take place at the beginning of each operational period. This is in addition to more formal briefings regarding the Incident Action Plan and other Operational Plans.

In-coming relief staff shall report at least thirty (30) minutes before the scheduled end of the Operational Period and off-going staff shall remain for at least (30) minutes after being relieved to ensure that there is a smooth transition of duties and responsibilities and a thorough exchange of information.

Off-going staff members will be responsible for the completion of required IMS forms, including their own activity/decision logs, prior to going off duty.

Logistics

Food

- The City is responsible for the feeding of staff who are working at the Emergency Operations Centre and at the Emergency Site(s) during a major emergency. Meals and drinks shall be arranged by the Logistics Section,

-
- Bottled water should be available in the Emergency Operations Centre and at the Emergency Site at all times,
 - The Logistics Section and the Police Service shall also be responsible for the establishment of all Emergency Operations Centre security measures.

Accommodation

- The Logistics Section shall be responsible for making arrangements for all staff accommodations, including designating rooms for staff accommodation near the Emergency Operations Centre. The Staff Lunch Area may be designated as a food preparation area or a food/supply storage area.
- Staff may choose to travel home (if possible) or to stay at arranged accommodations close to the Emergency Operations Centre. This decision should be made with safety and existing travel conditions in mind.

Personal Hygiene

- It is recommended that all staff keep a “go-bag” of personal items and work supplies in their work area that may be needed in order to self-sustain for a period of at least seventy-two (72) hours.
- The City does not provide personal toiletries for staff. If necessary, additional hygiene items may be obtained through the Logistics Section.
- Showers shall be made available whenever possible.
- Note - In the event that the Emergency Operations Centre is activated, certain areas of the Police Headquarters Building shall go into a secured state where access to designated areas may be limited to approved staff members only.

Emergency Operations Centre: Alternate Site

In the event that the Emergency Operations Centre has to be de-activated and repositioned, the following location may be considered as the alternate site:

Valleyview Home Long Term Care
310 Burwell Road
St. Thomas

Other sites may be designated by the City Manager as back-up Emergency Operations Centres.

ANNEX C: EVACUATION PLAN

Introduction

In this plan contains two types of evacuations:

- a) Pre-emergency: a pre-cautionary evacuation that should occur only when “sheltering in place” is not the preferred option and the time remaining before an emergency actually occurs can be confidently predicted.
- b) Post-emergency: an evacuation that should take inhabitants out of the hazard area (if it is safe to do so). In some instances sheltering in place - staying or going indoors and properly securing the premise can provide the best protection in the “short term.”

Aim

The aim of the Evacuation Plan is to efficiently and effectively evacuate, transport and then shelter the inhabitants in safe designated locations.

Procedures and Responsibilities

The responsibility for the actual evacuation and for the security and protection of the evacuated area shall usually reside with the Police Service and assisted by other agencies. This may not always be the case, as smaller areas that require immediate evacuation or areas that may be exposed to severe conditions may be evacuated immediately by the Fire Department or other designated municipal employees. Other municipal employees may also be requested to assist Police with the evacuation, as required.

There are eleven considerations involved in an evacuation:

1. Threat assessment,
2. Establishment of an Outer Perimeter,
3. Traffic Control and Security,
4. Access Control,
5. Public Alerting,
6. Evacuation process,
7. Evacuation Routes,
8. Reception Centres,
9. Re-entry of Evacuees,
10. Sheltering,
11. Pets and Livestock.

Threat Assessment

Incident Command is responsible for conducting a threat assessment at an emergency site and determining the need for an evacuation. The following are factors to consider prior to an

evacuation:

- The protection options available, i.e. - evacuation, sheltering-in place, or other protective measures,
- Factors that may make an evacuation difficult such as; severe weather, topography, downed power lines and trees, the density of persons in evacuation area, non-ambulatory persons, a large number of inhabitants, persons who are unfamiliar with the area such as tourists, and persons with disabilities or persons who do not speak or understand the language,
- The time required to safely evacuate inhabitants,
- The availability, suitability and capacity of reception centres and shelters to handle the expected number of evacuees.

Establishment of the Area to be Evacuated

When determining the area to be evacuated, the following factors should be considered:

- The estimated area of potential danger given the emergency situation and incident characteristics (factors such as materials involved, explosive/flammable characteristics, other chemical characteristics, wind direction and other weather conditions, structural characteristics of nearby buildings, traffic and transportation challenges, the vulnerability of the occupants, topography, etc.),
- The approximate number of persons to be evacuated,
- Special assistance requirements (sick, aged, infirm, hospital and nursing home residents),
- Transportation assistance required (buses),
- The estimated duration of the evacuation.

Incident Command is responsible for determining the outer perimeter of the emergency site and the area to be evacuated. If necessary, outside expertise and special software may be requested to help determine the designated evacuation zone perimeter.

Evacuees shall be guided as to how, when, and by what route they shall take to evacuate and shall only be permitted to return to the evacuated area when the area is deemed to be safe by Incident Command, in consultation with experts and the Municipal Control Group.

Traffic Control and Security

The evacuation process depends on the establishment of adequate traffic control to ensure that there is an orderly free flowing movement of pedestrian and vehicle traffic out of the affected area.

The traffic control process utilizes strategically placed:

- police and other control officers,
- road barriers,
- the emergency designation of one-way streets,
- signs and other traffic control aids at critical points.

The Operations Section Chief will oversee the coordination of traffic control operations. Police shall assume responsibility for this operation.

Access Control

Unauthorized entry into the emergency scene perimeter shall not be permitted. This is in order to ensure that public safety is maintained, a safe evacuation is expedited and individuals are not unnecessarily exposed to contaminated areas.

Access/entry control points into the hazard area for emergency responders, implemented through internal operating guidelines, ensures staff accountability, prevents unnecessary access and ensures that the personnel who are making entry are wearing the proper personal protective equipment.

Access control for the public shall be established immediately around the outer perimeter at the emergency site and is usually (but not always) established prior to the authorization of an evacuation.

Incident Command shall oversee the coordination of hazard zone access through the Operations Section Chief and the Police Service.

Public Alerting

Emergency responders will alert the public, with priority given to those persons located immediately within the vicinity of the hazard, about the need to either shelter-in-place or to evacuate.

The Emergency Information Officer is responsible for alerting the public through traditional media platforms, social media, the website and other communication platforms of an existing or an impending emergency. The Emergency Information Officer will also follow-up with messaging regarding evacuations, reception and sheltering.

The emergency notification of a designated area should encompass an alert that “an emergency exists” followed by instructions on the appropriate actions to take (i.e. evacuation, sheltering, etc.). The initial alert may advise inhabitants as to where additional information can be obtained, i.e. traditional media, social media, the municipal website, an established citizen enquiry service, etc.

Evacuation Process

Private motor vehicles or walking routes are normally the primary means of initial evacuation. During the “alerting stage”, those persons with vehicles will be encouraged to provide rides to those without access to a vehicle.

For those transit-dependent evacuees who cannot arrange their own transportation or cannot arrange for ride-sharing, arrangements will be made for the provision of public transportation (i.e. buses) to assist evacuees with vacating the area. The Logistics Section Chief will be responsible for making transport arrangements as follows:

- Provide a bus shuttle service from the evacuation area to evacuation reception centres/shelter, as required,
- Arrange for private transportation firms (i.e. School Board bus lines, commercial bus lines, trains, taxis, etc.) to assist, as required, through prearranged agreements, contracts, or memoranda of understanding,
- Designate pick-up location,
- Re-route public transportation as required and re-organize the bus service in order to ensure that service to areas outside of the emergency perimeter is not interrupted,
- Restore normal service outside of the evacuation area as soon as possible in order to minimize disruption,
- Dispatch buses to evacuation centres at the termination of the emergency in order to assist with the return of evacuees to their original pick-up locations,
- Restore normal transit service operations.

St. Thomas Emergency Medical Services (when available) will assist in transporting bed-ridden persons from homes and institutions such as hospitals. Other contracted medical transport providers and other transport providers may also be requested to provide medical transport assistance. The LHINS may also be able to assist with transportation coordination and finding temporary accommodations for non-ambulatory residents.

Potential Evacuation Challenges

The following problems may be encountered during evacuation situations:

- Access and exiting challenges due to congestion in densely populated urban areas that may be the result of: narrow or discontinuous streets, blocked streets due to debris, downed trees and power lines, and increased motor vehicle accidents,
- Transportation out of the area may be difficult for some (i.e. public transit users, non-ambulatory, etc.),
- Families may be separated during the work/school day, possibly resulting in emotional trauma and/or reunification issues,
- Individuals may refuse to leave due to the following reasons:
 - 1) There is failure to perceive the potential threat,
 - 2) There is fear for the security of property,
 - 3) There is concern for absent family members or pets.

In such instances, police or designates will instruct these individuals as to the severity of the problem and the need for evacuation. It should be stressed that emergency responders may not

be able to provide timely rescue services to them if they refuse to leave.

- If inhabitants still refuse to leave, police or designates will record their essential information, including next of kin,
- Adverse weather conditions, especially in combination with rough terrain, may negatively affect evacuation procedures,
- Persons unfamiliar with the area (i.e., tourists, visitors) may have difficulty evacuating and should be provided with direction,
- Evacuated buildings may be searched for persons remaining on the premises. In addition, all potential utility hazards must be addressed by the utility agencies in the evacuated buildings (i.e. turn off gas, water and electricity).

Evacuation Routes

The Police are responsible for identifying the best evacuation routes that will allow evacuees to leave the area expeditiously and safely. Methods such as traffic light control, use of traffic barricades, and converting two-way roads into one-way roads leading out of the area may be used as required, if such changes do not increase confusion and congestion.

In selecting evacuation routes, emphasis should be placed on those routes providing the most direct removal of evacuees from the affected area. Care should be taken to direct evacuation traffic to locations that are safe distance away and are upwind from the emergency.

Contracted tow trucks may be used to remove any disabled vehicles that may block or congest traffic. As well, specific routes should be kept clear to allow emergency vehicles access into and out of the emergency site.

Reception Centres

The Director of Social Services or designate, in consultation with the Municipal Control Group and other partner agencies, is responsible for selecting, opening and staffing reception centres. The following activities may be performed:

- In the event of an evacuation order, gathering information from Police regarding the approximate number of evacuees.
- The appropriate reception centres shall be selected in consultation with the Municipal Control Group. The media and the public should be provided with information about the location of the reception centres through the Emergency Information Officer.
- The appropriate number of trained staff shall be assigned to open the facilities. In an immediate evacuation where time is of the essence, Police or Fire Services may be required to select the most suitable nearby reception centre(s). These centres shall preferably be located as close to the evacuation area as is feasibly possible, with the safety of the evacuees in mind (for example, a safe distance away from the incident that is upwind and uphill from any hazardous materials situation).

- Receive information as to any temporary emergency arrangements that have been made. Under less time constrictive circumstances (e.g. flood warnings), Social Services will consult with Police to select the most appropriate reception centre site(s).
- Ensure that reception centres are prepared to receive evacuees. Some options for other agencies that may be able to assist include: the Canadian Red Cross Society, the Salvation Army, local city service clubs, etc.
- Arrangements for the use of outside volunteer agencies shall be made through the Administration Section Chief.
- Provisions may be made that would allow those evacuees, who are located at reception centres or temporary shelters, to contact friends or relatives.
- Whenever possible, arrangements should be facilitated with evacuees to stay with friends or relatives. Staying at an emergency shelter should be a last choice option.
- Liaise with Police and the Logistics Section Chief regarding the transportation and accommodation of evacuees. Every effort shall be made to prevent overcrowding at any one location.
- The Canadian Red Cross Society or other assisting agencies may be enlisted establish a registration service for arriving evacuees and an enquiry service where the public can obtain information on the status of family and friends affected by the emergency (i.e. information on the status of evacuees). The Police shall be responsible for informing the next-of-kin of any injuries or fatalities.
- The Public Health Unit is responsible for monitoring health-related conditions in reception/evacuation centres and shelters.
- All participating agencies operating at reception centres and at evacuation centres will assist in returning the facility to as close to pre-emergency conditions as possible upon termination of the emergency.

Re-entry of Evacuees

At the termination of an emergency and where an evacuation has occurred, Incident Command shall arrange for an assessment of each evacuated building and the area surrounding the evacuated building, to determine if it is safe for the evacuees to return.

A Task force comprised of staff from Fire, Police, Building, and the servicing utilities shall be appointed to make the assessments and provide recommendations to Incident Command on the re-inhabiting of buildings.

Every effort shall be made to repatriate evacuees as quickly as possible. Once it is determined that it is safe to return, various approved methods of communications will be used to inform evacuees that they can return to their homes.

Repatriation of Evacuees

- The designated employees, volunteers or the Canadian Red Cross Society shall oversee the signing-out and discharging of evacuees from reception centres.
- The Logistics Section Chief will arrange for public transportation to assist in the return of seniors, the disabled, non-ambulatory persons and those without vehicles to their homes.
- Police Services shall be responsible for securing the evacuated areas, for access control, and for ensuring that there is an orderly re-entry to the evacuated area(s).
- Only residents (upon providing proof of residency) will initially be permitted back into the evacuated area(s).
- Public enquiry services may be maintained at reception centres for a reasonable period of time after the emergency has ended, to provide people with information and advice regarding post-emergency impacts.
- Once evacuees have vacated the reception centres, Social Services shall arrange for the facilities will be cleaned, restored and any supplies used replenished to their pre-emergency state.

Sheltering

In the event that the evacuation of an area would expose the population to a greater safety risk, Incident Command may decide that sheltering-in-place may be the best option.

Inhabitants in the affected areas will be notified to remain in their homes or place of employment and should be instructed to carry out the following steps for sheltering-in-place:

- Close all windows and doors,
- Turn off furnaces (or the lower temperature 15°C during the winter), air-conditioning and fans,
- Ensure that occupants each have a 72 Hour Emergency Preparedness Kit,
- Close all drapes and curtains,
- Put moist towels at base of door to act as an air seal,
- Have portable lights and a battery-operated radio at hand,
- Listen to local radio stations for more information on the emergency,
- Obtain tap water for future use - fill pails, tubs, etc.,
- Move to the central basement part of the building to minimize any impacts from the emergency,
- After the danger has passed and the outside air is determined to be safe, increase the ventilation rate.

Pets and Livestock

An emergency situation can create several challenges when pets and livestock are involved. In most cases, it is best to contain animals in a safe place (that can be sealed off from the inflow of outside air if there are airborne contaminants).

When an evacuation is ordered, pets should remain with their owners whenever possible.

Pets left in the evacuated homes should be contained within the home with sufficient food and water for several days unless other arrangements can be made. If possible, animal-friendly shelters, temporary holding facilities, animal transportation, and veterinary services should form part of a municipal pre-emergency animal plan drafted in consultation with local animal welfare agencies.

Where it is safe to do so, farmers may be periodically escorted back to their farms for such husbandry tasks as the milking of cattle, the feeding of chickens, hogs and other livestock, and ensuring that an adequate and accessible water supply is left for unattended animals.

Cattle and poultry barns that are computer-controlled should be programmed for maintaining adequate conditions for both day and night operations (provided that there is a source of electricity).

Evacuation Zones

Incident Command or the Municipal Control Group may consider dividing designated areas into a number of zones to assist with either a search or an evacuation. The criteria for zoning will be determined at the time of the emergency and may be based on population or designated area size. Considerations such as reception centre size, traffic patterns, and the ability to provide search and rescue services should all be considered. During the week, day-time populations may be less in urban areas, static in rural areas and greater in industrial/job centred areas. Incremental evacuation based on a grid or a designated area may be implemented at the discretion of Incident Command in consultation with the Municipal Control Group.

ANNEX D: EMERGENCY COMMUNICATIONS PLAN

Upon implementation of the Emergency Response Plan, it will be necessary to effectively coordinate the release of accurate information to the public through traditional media, social media, municipal call-in centres and designated information lines. Information provided to the public must be timely, consistent and accurate.

The release of information shall be coordinated by the Emergency Information Officer (EIO) and shall be approved by either the Municipal Control Group Chair or Incident Command.

The Emergency Information/Media Centre (EIC) may be established near the Emergency Operations Centre. Depending on the nature of the emergency, it may be necessary to establish a media information areas, both near the Emergency Operations Centre (as determined by the Municipal Control Group) and adjacent to the emergency site as determined by Incident Command. These areas, if established, will be staffed as determined by the Emergency Information Officer.

The Citizen Enquiry phone line will initially be located at City Hall and will be staffed by customer service representatives from the Clerk's Department. Assistance and administrative support may be provided by other municipal business units or other entities as deemed necessary. The purpose of the dedicated phone line is to answer questions from the public on the details of the emergency and how it will most likely affect them or the businesses and services offered within the City.

Citizen Enquiry Services may also be established at emergency reception centres and staffed as determined by the Director of Social Services or designate to provide information to the friends and relatives of those persons who have been directly affected by the emergency and who are registering at the centre.

Social media challenges (for example Twitter limitations or inaccurate information) shall be addressed by the Emergency Information Officer.

Emergency Information Officer

During an emergency, the Emergency Information Officer reports to Incident Command (regarding messaging emanating from the emergency site) and the Chair of the Municipal Control Group (regarding messaging from the Corporation). It shall be the responsibility of the EIO to coordinate all information that is provided to the media so that it is accurate, timely and consistent.

Citizen Enquiry Service Representatives

The Citizen Enquiry Service shall operate as follows:

- a) Establishing a Citizen Enquiry Service, including adequate staffing, telephone lines, and administrative support/resources.
- b) Informing the Municipal Control Group regarding the establishment of a Citizen Enquiry Service and the designated telephone numbers.
- c) Ensuring that there is liaison with the Emergency Information Officer to obtain current information and approved messaging regarding the emergency.

- d) Responding to and redirecting enquiries and reports from the public based upon information received from the Emergency Information Officer (such as school closings, host schools, access and evacuation routes, location of reception and/or evacuation centres or shelters, etc.).
- e) Responding to and redirecting enquiries pertaining to the investigation of the emergency, deaths, injuries or matters of personnel involved with or affected by the emergency to the appropriate emergency service.
- f) Responding to and redirecting enquiries pertaining to persons who may be located within evacuation and/or reception centres to the appropriate registration and enquiry telephone numbers.
- g) The separate enquiry services offered at reception centres may be established in partnership with other agencies, for example the Canadian Red Cross Society and their staff.

ANNEX E: RESTORATION AND RECOVERY PLAN

The Municipal Control Group and Incident Command must shift their focus from mitigation to recovery as soon as possible. The goal of the “recovery phase” is to quickly return the City to as close to normal pre-emergency conditions as possible.

The Municipal Control Group in consultation with Incident Command will determine when the emergency has entered the recovery phase.

A Recovery Committee shall be established by the Municipal Control Group to address all aspects of the recovery phase of the emergency.

To facilitate a smooth transition from operations to recovery, the Municipal Control Group will continue to address all matters related to recovery until such time as a hand-over is formally made to a Recovery Committee.

An emergency declaration may or may not still be in place when recovery operations begin.

1. Organization

- Once major mitigation efforts are at or near conclusion, and at the discretion of the Municipal Control Group, a smooth transition to the recovery phase shall occur. The Municipal Control Group may pass the responsibility for further operations in connection with the emergency to a Recovery Committee.
- The Recovery Committee may consist of the following positions and/or their designates, along with the required support staff:
 - City Manager or designate,
 - Director of Environmental Services or designate,
 - Social Services Representative,
 - Public Health Representative,
 - Director of Human Resources or designate,
 - Representatives from each Utility,
 - Canadian Red Cross Society, Salvation Army,
 - Community Emergency Management Coordinator,
 - Representatives from the Private Sector (as required),
 - Hospital, long term care and group home representatives.

Additional positions may be added to the Recovery Committee to provide expert advice and/or assistance as required. Sub-committees may be established to deal with specific areas of concern.

Recovery Strategy

During its initial and subsequent meetings, the Recovery Committee shall develop a strategy which includes the goals, objectives and a timeline for the recovery process. This strategy will be used to guide the work of the Recovery Committee and should incorporate any specific City needs or identified tasks. The strategy will also need to be periodically adjusted to reflect

changing/evolving concerns and issues.

The Recovery Committee will report to the City Manager and Mayor on a regular basis to keep them informed on the status of the recovery process and any recommended expenditures.

Recovery Committee Responsibilities

The following shall be responsibilities undertaken by the Recovery Committee:

- a) Ensuring that the essential services and utilities (electricity, water, sewers and waste water) are returned to service as soon as possible.
- b) Ensuring that critical infrastructure (example- hospitals, long term care facilities etc.) are returned to normal as soon as possible.
- c) Ensuring that other essential public infrastructure, including roads, bridges, traffic lights and signs, etc. are repaired or replaced as soon as possible.
- d) Ensuring that all structures and buildings within the City are in a safe condition and are able to be re-inhabited. Those that are deemed to be unsafe, shall be secured from entry and signage posted warning of the danger.
- e) Ensuring that any remedial actions that are required are taken to rectify any unsafe building, property or environmental conditions.
- f) Ensuring that the health standards are met throughout the City, for example, potable water.
- g) Providing assistance in the relocation and establishment of temporary housing for affected persons.
- h) Providing assistance and support for the public in addressing insurance issues.
- i) Providing special clean-up and debris removal assistance.
- j) Assisting in the provision of counseling sessions (victims' counseling services, critical incident stress debriefing for emergency personnel and volunteers, as well as for the general population).
- k) Coordinating requests for funding support with other levels of government.
- l) Ensuring that information on the recovery process and support activities are disseminated in a clear and timely manner to the public.
- m) Developing damage assessment reports.
- n) Providing other services as required in order to facilitate the recovery.

ANNEX F: SEVERE WEATHER PLAN

The St. Thomas Weather Plan is designed to accompany the St. Thomas Emergency Response Plan (the Plan), and Conservation Authority Plans. In the event of a weather emergency, this plan is intended to provide a guidance to departments, divisions and personnel.

In addition to the provisions found within the Municipal Act and the Emergency Management and Civil Protection Act, the aforementioned plans outline the City's responsibility for ensuring the safety and welfare of its residents during a severe weather emergency.

The City will therefore be responsible for emergency operations and for the alerting and evacuation of residents from weather prone areas. In addition, it will be responsible for obtaining the equipment and supplies necessary to deal with any weather emergency.

To supplement City operations, the respective conservation authorities may assist with weather forecasts, flood watches, providing flood and stream flow data and for securing additional resources through the Ministry of Natural Resources and Forestry as required.

The Province of Ontario, through the Ministry of Natural Resources and Forestry will be responsible for providing meteorological and hydro-meteorological analysis and forecasts; determining when a provincial weather emergency exists and then taking the appropriate actions.

Critical Weather Evacuation Strategy

A successful weather evacuation strategy relies on six (6) key elements. These elements include but are not limited to the following:

- 1) The development of an effective and tested weather evacuation plan.
- 2) Notification of those who are at risk.
- 3) Transportation of those at risk to a safe area and the ability to effectively address the needs of those residents with mobility impairments.
- 4) Clearly identifying egress routes out of the weather affected zone and the erection of easily understood signage to direct evacuees.
- 5) The establishment of a reception centre and if necessary, an approved shelter.
- 6) A plan to deal with pets and other animals (people may decide to place their own safety in jeopardy rather than leave their animals).

The Plan

- 1) **The development of an effective and tested severe weather evacuation plan.**
 - Each department within the City should develop a weather contingency plan. This plan would provide specific direction to staff in the event of a weather emergency.
 - Personnel should actively participate in the pre-planning of buildings, occupancies and neighbourhoods that are at risk for weather events. They should also participate in regular exercises established for the purpose of testing the weather response plan.
 - The level of weather response training provided to personnel will be based on operational

expectations during a weather emergency. It will be up to the individual departments to determine the type and level of training provided.

- A resource book should be developed with a list of approved suppliers that can be utilized during a weather event, for example: dewatering pumps, generators, personal floatation devices, boats and other water craft.
- Proper mapping of weather prone areas (example flood plains) will be secured through GIS, and placed at the disposal of the Municipal Control Group and Incident Command. These maps will include designated grids or divisions that could be utilized to organize an evacuation strategy during an emergency.
- Each department should develop operating guidelines that are specific to weather events, mitigation strategies and evacuation procedures.
- A list of volunteers and a specialized skills inventory list should be developed for those who are willing and can be placed into service during a weather emergency.
- The EIO will assist the City with the development and implementation of an emergency communications strategy that will include traditional media outlets as well as social media. The EIO will also assist with the development of public safety education programming and messaging that relate to flood emergencies.

Notification of those at risk

- The City will utilize an emergency notification procedure to notify residents of a pending weather emergency. This notification procedure may include one or all of the following: special television alerts, strategically placed electronic signs, computer-aided automatic messages, the use of media partners, social media (Twitter, Facebook) and the St. Thomas municipal website.
- It is assumed that the City customer service lines (including additional lines as necessary) will be used in the event of a severe weather emergency. Stakeholders will be directed to call the centre to: a) confirm that a weather emergency exists and b) that their property lies within the zone that may be potentially affected is at risk.
- Upon notification that a weather emergency exists, designated personnel will take whatever steps are necessary to ensure that all department resources are secure and if necessary, are able to respond or to assist with any weather related emergency event within the City.
- Consideration for the redeployment of personnel, equipment and supplies should be considered for those areas of the City that are considered "at risk" for the specific imminent weather event. Redeployment locations may be selected as part of the emergency continuity of operations planning process.
- Upon notification that a weather emergency is pending, members of the Municipal Control Group or the Community Emergency Management Coordinator may initiate the emergency notification system and activation of the Emergency Operations Centre. Departments shall address their own internal staff communication needs.
- Departments may also chose to establish their own department specific emergency operating centres.
- A direct communications link will be established between the Emergency Operations

Centre and the Police Emergency Communications Centre.

- Once established, the Emergency Operations Centre will serve as the Coordination Centre for the weather event. Specific priority attention will focus on life safety and the protection of critical infrastructure.
- An IMS Command and Control structure may be established to directly manage the emergency and the areas affected by the weather event. The appointment of several "Area Commanders" may be required to manage multiple areas adversely affected by the weather event.
- The following issues shall be considered when formulating the Incident Action Plan:
 - The declaration of the emergency.
 - Providing important emergency related information to the public.
 - The provision for non-ambulatory members of the public (shelter-in-place, evacuation).
 - Providing important emergency related information to staff located in all city buildings.
 - Providing information to other levels of government and neighbouring municipalities.
 - Activation of department specific continuity of operations plans.
 - The notification and call-in of staff.
 - The activation of volunteers and maintaining staff/volunteer accountability (Administration Section Chief).
 - Activation of mutual aid or fee for service agreements.
 - Securing back-up radio communications (consider amateur radio club, satellite phones etc.).
 - The procurement of internal resources (Logistics Section Chief).
 - The procurement of resources from outside agencies (Logistics Section Chief).
 - The tracking of city resources (Logistics Section Chief).
 - First responder access to those areas of the City that have been affected by the weather event (clear access routes of snow, ice, flood waters, debris).
 - Assisting with the communication of alternate emergency access routing to emergency personnel, resulting from road closures due to weather.
 - The development of staff shift rotations.
 - The relocating or collocating of resources for protection and to enhance response efficiency.

- Maintaining staff accountability.
- Developing a damage assessment protocol for those areas adversely affected by the weather emergency.
- The completion of the appropriate forms and the maintenance of appropriate records.
- The provision of detailed resource status information to the Logistics Section Chief.
- The review and implementation of operating guidelines, plans and procedures for specialized responses such as hazardous materials, technical rescue and search and rescue.
- Ensuring that decontamination facilities are set up for those exposed to flood waters and other contaminants resulting from the weather emergency.
- Ensuring that staff receive medical follow-up if they have been exposed to contaminants.
- The development of an Incident Action Plan for each operational period (Planning Section Chief).
- Initiating the Recovery Plan and consider extraordinary measures to facilitate the clearing of debris.
- Ensuring that there is access to essential operating supplies such as fuel, back-up power generation etc. (Logistics Section Chief)
- Establishing temporary reception centres or shelters (Social Services).
- Staying in contact and providing updates to the family members of on-duty staff and acting as an internal communications conduit.
- Municipal personnel may be required to assist with the public notification process, either via door to door visits, through the use of truck PA systems or through the use of bull horns (example water advisories).
- It should be noted that most vehicles are not designed to withstand water intrusion into vital component areas such as: the air intake, the electrical components, the drive train etc.

Transportation of evacuees to a safe area and addressing the needs of citizens with mobility impairments.

- This plan makes the assumption that the City will have enough warning time to notify weather “at risk” residents and businesses to allow time for a self-evacuation. Those weather events with little or no warning time must also be considered.
- Municipal personnel will conduct all operations according to approved operating

guidelines. At all times, the safety of personnel shall be the priority. Staff shall not be directed to engage in operations that go beyond their level of training.

- Those being transported to safe areas will be taken to the nearest reception centre to be processed, and then moved to the appropriate shelter via an approved method of transportation.

Clear egress routes and the erection of easily understood signage

- Designated evacuation routes will be determined by Incident Command and then communicated to emergency responders and the Municipal Control Group. The Municipal Control Group will determine if a staggered system of evacuation is appropriate to avoid overcrowding of evacuation routes, or if an all point's immediate evacuation is required.
- The Board of Works will post appropriate signage that designates the proper evacuation route and will supply barricades for designated locations. Other municipal staff may be requested to assist with the posting of signage that designates the evacuation route.
- Police will ensure that the designated evacuation routes are followed. The designated evacuation routes will lead to the designated reception centre. If needed, there will be a subsequent emergency routes established to facilitate travel to the designated shelter.

The establishment of a reception centre and evacuation shelter

- As determined by the Municipal Control Group a call-in centre may be opened to provide information to residents regarding the emergency.
- The City may also designate and staff a reception centre to process and to provide accountability for all evacuees. All designated evacuation routes should lead to the reception centre.
- A designated shelter may be opened to evacuees. It shall be equipped with all of the required amenities, inspected by the appropriate agencies and staffed by Social Services staff or staff from other approved agencies.

Plan to deal with pets and other animals

- The involvement of staff with pets and other animals shall be limited to assisting those persons trained in dealing with animals in getting to a specific site, facilitating radio communications and providing for the safety of animal rescue personnel. City personnel who are not trained to deal with animals and will not engage in direct contact with animals.

Other Operational Considerations

- Water/rescue operations should be in accordance with NFPA 1952 standards and fire department operating guidelines.
- The Municipal Control Group will determine the priority weather affected areas that will: present a life-safety risk, require assistance with evacuation, require diking and dyke patrols (sandbagging, other containment operations).

-
- Priority operations will be established by Incident Command and will most likely be directed toward the following:
 - Priority # 1 - occupancies with a life-safety risk or that house non-ambulatory residents.
 - Priority # 2 - the protection of critical municipal infrastructure as identified by the Municipal Control Group.
 - Priority # 3 - the protection of other critical occupancies as determined by the Municipal Control Group.
 - Priority # 4 - other residential occupancies based on an assigned level of risk and priority level.
 - One or more Incident Command Posts may be set-up at a strategic location(s) throughout the City to provide site command and control.
 - Incident Command will be assigned to each command post.
 - One or more resource staging locations will be established at strategic locations throughout the City, and placed under the direction of a Staging Officer.
 - All city resources assigned to a specific area shall first report to the designated staging area.
 - Personnel may be assigned to assist with evacuation efforts. Evacuation operations should be conducted according to the appropriate evacuation guideline. In the absence of specific guidelines, operations shall include the following:
 - A hazard-risk analysis of each assigned evacuation area shall be conducted prior to staff entry,
 - Each evacuation group will assign a stationary accountability officer,
 - The assignment of a specific and defined search (grid) area and the use of a systematic approach for search, rescue and evacuation that shall be coordinated with other agencies,
 - A size-up of each occupancy visited shall be recorded,
 - The facilitation of utility shutdown, coordinated with the occupancy owner and the utility agency,
 - The use of the appropriate materials, equipment and protective devices and may include: boats, PFD, lights and flashlights, door chocks, electricity lockout kits, forcible entry tools, key box keys, portable radios, thermal imaging cameras, ¾ rubber boots, gas shut-off tool, voltmeter or night lights (to determine if a source is energized),
 - Boat evacuations shall be according to approved operating procedures,

- All persons on board the boat must be assigned and must don an approved PFD,
- Staff evacuating residents must complete the appropriate forms and records,
- Residents who can self-evacuate will be directed to follow the designated evacuation route and report to the designated reception centre,

Occupancies shall be marked at the main entrance or on the front door with a coloured piece of plastic, based on the following colour system:

Sample Evacuation and Utility Shut-down Colour Marking System

- Blue - a completed evacuation,
- Yellow - unable to contact (include a note to call the public information centre),
- Orange - refusal to evacuate,
- Green – all utilities shut-down,
- Red – unable to confirm the shutdown of utilities,
- White – only one utility shutdown (make a note of the utility that has been shut down on the plastic colour marker.
- City personnel shall work, whenever possible, to mitigate any hazards that develop during the emergency.
- Police will be responsible for the establishment of area security and area shutdown. Area access passes may be issued to residents.
- Police will be responsible to ensure that there is enough on-duty staff working in the Emergency Communications Centre (ECC) to address the emergency and to ensure that there is adequate technical and administrative support.
- The Logistics Section Chief will be responsible for maintaining active vehicles and ensuring that, if there is any disruption in fuel supplies that alternate fueling arrangements are made.
- The Emergency Information Officer will work to: develop a communications strategy, assist with the Municipal alerting protocol, guide residents and monitor media and social outlets during the emergency. All media releases and communications will first be approved at the Municipal Control Group.—
- A Re-inhabitation Task Force comprised of resources from Building, By-law, Fire, Planning, and Entegrus will work together to ensure the safety of all buildings during the emergency and during the recovery/energization/re-inhabitation phases. Re-inhabitation will not be permitted until this task force approves the re-entry assessment and issues a re-entry permit.
- Administrative support staff will be deployed to assist the Municipal Control Group and Incident Command.
- Medical triage and treatment centres may be established.

Recovery

- Various departments may be asked to assist with the remediation and recovery efforts.
- Various departments may be requested to set-up decontamination centres for those exposed to flood waters. This should be accompanied by medical follow-up.
- Priority recovery efforts such as the establishment of safe drinking water sources, the remediation of buildings and materials exposed, will be directed through the Emergency Operations Centre. A plan for the removal and disposal of materials damaged by the flood shall be included in the recovery plan.
- A re-energization and re-inhabitation plan will be coordinated through the Emergency Operations Centre and based on successful inspections by the Re-inhabitation Task Force. Structural damage assessment and utility safety will be a part of the Task Force's assessment mandate.
- Industry and businesses that have been exposed during the severe weather event, may require additional assistance during the recovery phase.
- Various departments may be asked to assist with debris management, the pumping out basements, and providing other public assistance as required.

Assumptions

- The City's Emergency Response Plan will be implemented.
- The Municipal Control Group operating in the Emergency Operations Centre will be activated.
- If applicable, the local conservation authority will implement their flood emergency plans.
- There will be sufficient warning for most residents and businesses to evacuate weather prone areas prior to an emergency being declared.
- The City will look to establish one or more of: call centres, reception centres and shelters.

ANNEX G: PROVINCIAL DISASTER RELIEF ASSISTANCE PLAN

Disaster Declarations and Disaster Relief Assistance

The declaration of a “State of Local Emergency” is made in part, in order to receive financial and resource support from other levels of government.

Once a declaration has been made, the request is sent to the Province to determine the level of assistance that can be provided.

The various types of Disaster Relief Assistance shall generally include:

- 1) Funding assistance with restrictions.
- 2) The Ontario Municipal Disaster Recovery Assistance Program.
- 3) The City can also request Federal Government support through the proper channels.
- 4) For homeowners, the Disaster Recovery Assistance for Ontarians Program Guidelines will be placed on the St. Thomas website (www.stthomas.ca).

Municipal Disaster Recovery Assistance Program

Municipalities are advised to carefully read the Municipal Disaster Recovery Assistance guidelines for important information pertaining to eligibility and application requirements. For step-by-step technical instructions regarding organizing documentation and inputting data into these claim forms, please refer to the Claim Forms

Claimant:

Municipality of Gold Standard

Enter the legal name of the municipality

Type of Event

E.g. tornado, severe flood, landslide

Municipal treasurer:

Home (Last, First)

Email

Telephone

Secondary Contact:

Home (Last, First)

Position title

Email

Telephone

Street Address:

Mailing Address

City/Town:

Postal Code:

Date Submitted:

(YYYYMMDD)

Show All Tabs

(Must be opened to print entire workbook)

Hide All Tabs

This Excel Workbook contains the following claim form components

Goods and Services Operating Costs

Goods and Services Capital Costs

Employee Operating Costs

Employee Capital Costs

Claimant-Owned Equipment Operating Costs

Claimant-Owned Equipment Capital Costs

Natural Disaster Related Revenue

Total Claim Summary

Future Estimated Costs

Claim Attestation Form

81



Claim Attestation

Municipal Disaster Recovery Assistance Program

Go Back to Home Page

Claimant: Municipality of Gold Standard

Instructions: This Attestation form must be completed, printed and hand-signed by the municipal treasurer or the person who has been delegated authority. Refer to Chapter 10 of the Claim Forms User Guide for detailed instructions on filling out this form, and refer to Chapter 12 for claim form submission instructions.

Attestation:

I have reviewed the claim and the attached supporting documentation, and have personally verified that any copies are a true and accurate representation of the originals. Expenses and revenues noted in the claim submission accurately reflect incremental costs incurred as a result of a natural disaster. I have verified and attest that estimated costs and supporting documentation noted in the claim submission accurately reflect estimated future costs that will be incurred as a result of a natural disaster.

I also confirm that, to the best of my knowledge and understanding, expenses submitted meet the eligibility criteria outlined in the Municipal Disaster Recovery Assistance guidelines. I have been authorized by municipal council to submit this claim.

☐ Please check this box to confirm attestation

Name:

Position Title:

Legal Name of Claimant:

Municipality:

Signature:

* A hand-written signature is required. Once signed, please scan this attestation to an electronic format (e.g. PDF) and include it with your claim submission. Typed or electronic signatures will not be accepted. Please ensure that the claims forms are submitted electronically in Excel (not PDF).

Date:

ANNEX H: EMERGENCY OPERATIONS CENTRE ACTIVATION CHECKLIST

1. Activation Phase:

- ☐ Upon arrival, check in with Security or Support staff. Log-in on the designated sign-in sheet.
- ☐ If you are a representative from an outside (non-municipal) agency: register with the person assigned to check-in.
- ☐ Report to the Community Emergency Management Coordinator regarding a situation update.
- ☐ Set up your workstation, review your position checklist and relevant plans
- ☐ Establish and maintain an activity/position log.
- ☐ Determine if any additional resources are needed (stationery, phone, computer, reference documents, not already provided), and advise Support Staff.
- ☐ Consider whether relief will be needed (when, who) and then notify them well in advance of the end of the operational period.

2. Relief Transfer Briefing:

- ☐ Describe the emergency situation and its evolution to incoming staff members.
- ☐ Review the workstation, resources available, and position log.
- ☐ Review tasks in progress, tasks pending, and upcoming priorities.
- ☐ Try to finish short-duration tasks before leaving.
- ☐ Document the departure of out-going staff and the arrival of incoming staff.

3. Demobilization Phase:

- ☐ Deactivate your assigned position and close out the position log.
- ☐ Complete all required forms and reports and submit to the Community Emergency Management Coordinator prior to your departure.
- ☐ Note any supplies that need replenishing.
- ☐ Clean up the work area. Return any materials specifically issued for your use.
- ☐ Leave a forwarding number where you can be reached.
- ☐ Sign out at the Check-in/Check-out location.

ANNEX I: DECLARATION AND TERMINATION FORMS

Declaration of a Local State of Emergency

To: Minister of Municipal Safety and Correctional Services
Attention: Emergency Management Ontario

Fax: (416) 314-0474
Phone: (866) 314-0472 (Provincial Emergency Operations Centre)

I, _____ (Mayor of the City of St. Thomas,
or Acting Mayor of the City of St. Thomas)

hereby declare a state of local emergency in the City of St. Thomas, in accordance with the
Emergency Management and Civil Protection Act, R.S.O. 1990, c E.9 s.4.(1) due to the
emergency described herein:

for an Emergency Area or part thereof bounded by the following location(s):

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

As of _____ am/pm, _____ (Date)

Head of Council

"Sample" Emergency Termination Form"

Termination of a Local State of Emergency

To: Minister of Municipal Safety and Correctional Services
Attention: Emergency Management Ontario

Fax: (416) 314-0474

Phone: (866) 314-0472 (Provincial Emergency Operations Centre)

I, _____ (Mayor of the City of St. Thomas,
or Acting Mayor of the City of St. Thomas)

hereby declare a state of local emergency terminated in the City of St. Thomas, in accordance
with the Emergency Management and Civil Protection Act, R.S.O. 1990, c E.9 s.4.(1) due to the
emergency described herein:

for an Emergency Area or part thereof bounded by the following location(s):

1. _____
2. _____
3. _____
4. _____
5. _____

As of _____ am/pm _____ (Date)

Head of Council

ANNEX J: IMS APPOINTED OR ASSIGNED POSITIONS

Incident Command/Unified Command Team Responsibilities

- Establish site Command Post,
- Develop strategies and tactics to mitigate the emergency incident,
- Develop a regular business meeting cycle with all stakeholder organizations present at the Emergency Site,
- Ensure that an Incident Action Plan (IAP) is developed and in place for the current and next operational period,
- Develop an organization to address the emergency that includes the following positions: Planning, Logistics, Operations, Finance/Administration, Safety, the Emergency Information Officer and the Liaison Officer, along with Division, Branch, Group or Sector Officers and frontline staff as required,
- Develop emergency site safety procedures that include: accountability for staff (whereabouts), rapid intervention teams in case staff get into trouble, safety officer(s) to monitor the safety of ongoing operations, employee rehabilitation and rest periods (hydration, food, toilets, protection from the weather), critical incident stress debriefs etc.,
- Establish resource staging locations, so that resources do not simply arrive and crowd into the scene without direction,
- Ensure that an inter-operable communications system is in place if possible, so that Police, Fire, EMS and other organizations can communicate with each other and with Incident Command,
- Establish an emergency site perimeter, isolate the scene and determine the emergency site layout,
- Develop a schedule for business cycle meetings,
- Participate in the Planning Cycle (review the Planning P),
- Establish evacuation priorities, routing and transportation resources,
- Request additional resources through the Municipal Control Group at the Emergency Operations Centre.

Incident Commander or Unified Command Team Checklist

The Incident Commander or Unified Command Team is responsible for the overall management of the incident, including the establishment of: the emergency site perimeter, developing the incident objectives/strategies and the overall coordination of all incident activities through an Incident Action Plan.

For most incidents, a single individual will fill the role of Incident Command. However under certain conditions, a Unified Command Team may be established to assist in the Incident Command role.

Unless otherwise delegated, all emergency site activities fall under the responsibility of Incident Command. The Incident Commander may appoint a Deputy Incident Commander from the same organization, or from another assisting organization or jurisdiction.

Activation

- Incident Command (at a site or at the Emergency Operations Centre).

Reports to:

- The Municipal Control Group.

Activation Actions:

☐ Determine appropriate level of resource activation required based on emergency incident situational factors.

☐ Mobilize the appropriate number of personnel for the initial activation.

☐ Obtain a briefing from current Incident Commander using the **Incident Briefing Form (IMS 201)** and/or **Incident Status Summary Form (IMS 209)** as applicable.

☐ Assess the incident situation:

- Review the status of the current situation, assignments and the initial incident objectives,
- Review the current and future resource needs,
- Prioritize actions based on life safety first,
- Consider all safety issues for personnel,
- Begin to build the organization necessary to address the emergency,
- Obtain information from other agencies and organizations,
- Ensure that all stakeholders impacted by the incident have been notified.

☐ Determine the need for a Unified Command Team and advise the Municipal Control Group.

☐ Ensure that the Incident Command Post is properly set up and ready to assume operations and ensure that there is a communications link to the Emergency Operations Centre.

☐ Ensure that an incident check-in procedure is established immediately and that the initial

incident perimeter and the emergency site layout is established.

☐ Determine which IMS sections are needed. Assign Section Chiefs and/or Sector/Division/Group Officers as appropriate and ensure that they have the staffing and resources needed.

☐ Determine which Command Staff (Deputy Incident Commander, Safety Officer, Emergency Information Officer, Liaison Officer) positions are required and ensure they are filled.

☐ Establish the level of planning that is required (follow the Planning P):

- Written Incident Action Plan (IAP),
- Contingency Planning,
- Formal Planning Meetings.

☐ Schedule meetings, as required (see Operational Planning Cycle):

- Incident Briefing,
- Initial Command Meeting,
- Objectives/Strategies Meeting.

☐ Establish the Operational Period, briefing schedules and business cycle meetings.

☐ Confer with the General Staff (Section Chiefs) to determine what representation is needed at the Incident Command Post from other organizations/jurisdictions.

☐ Ensure that email capability, cell phones, or radio communications within the Emergency Operations Centre and at the Incident Command Post are operational and functioning.

☐ Ensure that the Incident Organization Chart Form (IMS 207) is completed and posted.

Operational Actions

☐ Ensure that the welfare and safety of all first responders is addressed.

☐ Monitor Command Staff activities to ensure that the appropriate actions are being taken.

☐ Determine the status of the emergency declaration and delegation of authority from the Municipal Control Group.

☐ Establish parameters for resource requests and releases:

- Review requests for critical resources,
- Confirm who has ordering authority within the organization,
- Confirm those orders that require Command authorization.

☐ Authorize the release of emergency information to the public and media in consultation with the Municipal Control Group.

- ☐ Establish and maintain liaison with supporting or assisting organizations (through the Liaison Officer).
- ☐ Provide information and briefings to senior staff and elected officials as required.
- ☐ Establish or activate additional IMS facilities and resources as needed.
- ☐ Ensure that Planning Meetings are taking place.
- ☐ Approve and authorize the implementation of the IAP including:
 - Reviewing the IAP for completeness and accuracy,
 - Verifying that incident objectives and incorporate into the IAP,
 - Sign the IAP.
- ☐ Ensure that Command and General Staff are progressing as required.
- ☐ Keep the Municipal Control Group and partner organizations informed.
- ☐ Order the demobilization of the incident when appropriate.

Demobilization Actions

- ☐ Follow the Demobilization Checklist.
- ☐ Authorize the demobilization of sections, branches and units when they are no longer required.
- ☐ Notify stakeholder organizations and jurisdictions of the expected planned demobilization time.
- ☐ Ensure that any open actions not yet completed will be handled after the demobilization.
- ☐ Ensure that all required forms or reports have been completed prior to demobilization.
- ☐ Be prepared to provide input into the after action report.
- ☐ Demobilize incident facilities and operations at the designated time, as appropriate.

Common Responsibilities – All Personnel

This list provides an overview of the common responsibilities applicable to all personnel operating within an Incident Management System. Some assigned tasks require one-time only actions, while other assigned tasks are repetitive and will require that these actions be taken for the duration of the incident.

Activation

This section applies to all staff who have been assigned roles within an Incident Management System.

Activation Actions

- ☐ Receive the assignment from your organization, including:
 - Job assignment (e.g. Situation Unit Leader, etc.),
 - Consult the Position Checklist (if applicable),
 - Report to the designated location at the designated reporting time,
 - Request travel/routing instructions (if applicable),
 - Make note of any safety instructions (if applicable),
 - Make note of any special instructions (e.g., designated radio frequency, contact information etc.).
- ☐ Upon incident arrival, check-in at designated Check-in Location, using the **Incident Check-in List (IMS 211 Form)** or **Check-in List (IMS 2011-B Form)**. Check-in may be found at the following locations:
 - Emergency Operations Centre,
 - Incident Command Post (ICP),
 - Staging Areas,
 - Normal report for work locations,
 - Note: If you are instructed to report directly to a line assignment, check in with the Sector/Division/Group Supervisor.
- ☐ Receive a briefing note from the immediate supervisor. Clarify any questions.
- ☐ Set up workstation, review your position responsibilities and acquire any required work materials.
- ☐ Establish and maintain an **Activity Log Form (IMS 214)** that chronologically describes all actions taken during your shift.
- ☐ If you are a supervisor, organize and brief your direct reports (if applicable) on the following:
 - Incident Action Plan,
 - Specific job responsibilities,

- Co-workers within the job function,
- Defining functional work areas,
- Eating/sleeping/rehabilitation arrangements,
- Procedural instructions for obtaining additional supplies, services and personnel,
- Identification of operational period work shifts,
- Clarification of any important points pertaining to assignments,
- Provisions for specific debriefings/handover at the end of the operational period.
- Account for all assigned personnel,
- Complete the current **Incident Action Plan Form (IMS 1001/202)** or **Incident Briefing Form (IMS 201)**, if an Incident Action Plan has not yet been developed.

☐ Know the assigned contact information requirements for your area of responsibility (e.g. phone number, radio frequency, etc.) and ensure that communication equipment is operating properly.

Operational Actions

☐ Use clear text and IMS terminology (no codes) in all communications.

☐ Complete the forms and reports required for the assigned position and send them to the Planning Section (Documentation Unit, if activated). Most large incidents rely heavily on the use of IMS forms to manage information/resources and maintain accountability. Ensure all forms are dated using the YYYY/MM/DD format.

☐ Maintain an **Activity Log (IMS 214)**.

☐ At the end of the shift, provide a detailed handover briefing to the relieving shift. Ensure that all in-progress activities, outstanding issues, and follow-up requirements are identified during the briefing.

Demobilization Actions:

☐ Respond to demobilization orders and brief subordinates regarding demobilization procedures.

☐ De-activate your assigned position and close out logs when authorized by the Supervisor.

☐ Complete all required forms, reports and other documentation. All forms should be submitted through the Supervisor to the Planning Section, as appropriate, prior to departure.

☐ Be prepared to provide input into the after-action report and be prepared to participate in post-incident debriefing sessions.

☐ If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation. Note any outstanding issues or unusual events.

☐ Clean up the work area before leaving.

☐ If de-activating email accounts or telephones, set required notifications (e.g. out-of-office email or voicemail notification).

- ☐ Leave forwarding contact information where you can be reached.
- ☐ Turn in assigned equipment.
- ☐ Complete a **Demobilization Checkout Form (IMS 221)**.
- ☐ Send all completed forms and reports through the supervisor to the Planning Section (Documentation Unit, if activated).

Command Staff

Liaison Officer

The Liaison Officer (LO) serves as the primary contact for all assisting and supporting organizations and advises the Incident Commander on issues related to outside assistance and support, including current or potential inter-organizational needs.

The Liaison Officer may be assigned assistants from other organizations who are also involved in the incident response. Tasks may be delegated to the appropriate assistant, if applicable.

Activation

- May be activated/located at either the Emergency Operations Centre and/or the Incident Command Post (there may be two Liaison Officers).

Reports to

- Incident Commander.

Activation Actions

☐ Follow the Activation Checklist.

☐ Obtain a briefing from the Incident Commander:

- Determine current status of the Incident using the **Incident Status Summary Form (IMS 209)**
- Identify the current organizations involved in the Incident by referencing the Incident Organization Chart (IMS 207) form, Organization Assignment List (IMS 203) form, Resource Assignment List (IMS 204) form etc.
- Determine whether these organizations are: assisting (providing personnel, services, or other direct assistance/resources to the organization) , or supporting (providing support services to those organizations with direct responsibility for parts of IMS, but not providing any direct support or input to the incident itself).

☐ Obtain information on assisting/supporting organizations, including:

- Contact person(s),
- Email/Phone numbers,
- Radio frequencies,
- Cooperative agreements,
- Resource type and availability,
- Number of personnel,
- Condition of personnel and equipment,
- Organizational constraints or Limitations.

Operational Actions

- ☐ Establish a workspace for the Liaison Officer function and notify the representatives of the location.
- ☐ Contact and brief assisting/supporting organizations and mutual aid partners.
- ☐ Interview representatives concerning resources, capabilities, and challenges. Provide this information at Planning Meetings as needed.
- ☐ Work with the Emergency Information Officer and Command Staff to coordinate media releases associated with inter-organizational cooperation issues.
- ☐ Monitor incident operations to identify potential inter-organizational problems. Keep Incident Command apprised of problems as they arise.
- ☐ Bring complaints from participating organizations to the attention of Incident Command.
- ☐ Attend Planning Meetings and provide briefing information.

Demobilization Actions

- Follow Common Responsibilities in the Demobilization Checklist

Emergency Information Officer

The Emergency Information Officer (EIO) is responsible for the development and release of approved emergency information to the public, for monitoring traditional and social media and for addressing and correcting any misinformation.

Command must approve all emergency information that the EIO releases. During a complex incident, assistants may be assigned to the EIO as required.

Activation

- Activated at the Emergency Operations Centre, an assistant may be appointed to work at the Emergency Site.

Reports to

- Municipal Control Group and/or to Incident Command.

Activation Actions

☐ Follow the Activation Checklist.

☐ Obtain a briefing from Incident Command:

- Determine current status of the Incident by referencing the **Incident Status Summary (IMS 209) form**.
- Identify the current organizational structure by referencing the **Incident Organization Chart (IMS 207) form, Organization Assignment List (IMS 203), Resource Assignment List (IMS 204)** etc.
- Determine facility/location for the media to gather (Emergency Information Centre, Incident Command Post, Emergency Operations Centre, or other).
- Determine the current level of media presence, either at the site or near the Emergency Operations Centre.

Operational Actions

☐ Obtain policy guidance from Incident Command with regard to media releases.

☐ Establish a workspace for the Emergency Information Officer function and notify organizational representatives of the location.

☐ Determine any staffing requirements and make the required personnel assignments as they relate to the Emergency Information Centre (EIC) and an assistant(s) at the Emergency Site.

☐ Contact and correspond with local organizations, stakeholders and other jurisdictions to coordinate emergency information activities.

☐ Participate in briefings to senior official(s) and determine what constraints are in place regarding the sharing of information.

☐ Assess the need for issuing special alerts and warnings.

☐ Coordinate the development of protective action statements with the Operations Section Chief.

☐ Prepare an initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:

Sample Initial Information Summary:

We are aware that an **[accident/incident]** involving **[type of incident]** occurred at approximately **[time]**, in the vicinity of **[general location]**. **[Organization personnel]** are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at **[location]**, and will notify the press at least mins/hrs prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

☐ Arrange for necessary work space, materials, telephones, and staff. Consider assigning an assistant Emergency Information Officer for remote locations.

☐ Establish contact with local, provincial and/or national media representatives, as appropriate.

☐ Establish a schedule for news briefings (this should be linked to the operational period). Monitor any misinformation that may be circulating and inform the Municipal Control Group and Incident Command.

☐ Coordinate with the Municipal Control Group regarding the activation and staffing of an Enquiry Line to receive requests and answer questions from the public. Provide statement sheets to those staffing the line.

☐ Obtain current incident status reports from the Planning Section. Establish a schedule for updates.

☐ Observe constraints on the release of information imposed by Incident Command or the Municipal Control Group.

☐ Obtain approval for information releases from Incident Command:

- Confirm details to ensure there is no conflicting information that is released,
- For media tours of the Emergency Site, confirm the time and area to meet,
- For press briefings, and confirm participation by other members of the Incident Management Team or Municipal Control Group.

☐ Release approved emergency information to media, and post information at the Incident

Command Post, the Emergency Operations Centre and other appropriate locations.

☐ Record all interviews and retain a copy of all news releases:

- Contact media to correct any erroneous or misleading information that is being circulated.

☐ Coordinate information releases with personnel from other impacted organizations and jurisdictions.

☐ Attend Planning Meetings and brief the participants as required.

☐ Respond to special requests for information.

☐ Provide all news releases, bulletins, and summaries to the Documentation Unit to be included in the final incident package.

☐ Confirm with all stakeholders that they understand the process for the release of information concerning incident-related injuries or deaths.

Demobilization Actions

☐ Follow the Demobilization Checklist.

Safety Officer

The Safety Officer (SO) monitors safety conditions and develops safety measures to ensure that the health and safety of all emergency responders is maintained. While each person who is assigned a leadership role is responsible for the safety of personnel working under their leadership, the Safety Officer is tasked with creating systems and procedures related to the overall health, safety and wellness of all emergency first responders. This is accomplished through communication with Incident Command, the Operations Section Chief and the Planning Section Chief.

The Safety Officer must have the knowledge and the experience to be able to control or reduce occupational hazards and exposures and must be assertive enough to stop unsafe operations. Tasks may be delegated to the appropriate Assistant Safety Officer if required.

Activation

- Must be activated and reports to the Emergency Site,
- Another Safety Officer may also be appointed in the Emergency Operations Centre to liaise with the Emergency Site Safety Officer.

Reports to

- Incident Command.

Activation Actions

- ☐ Follow the Activation Checklist.
- ☐ Obtain briefing from Incident Command and/or the on-scene, in-place Safety Officer.

Operational Actions

- ☐ Establish a workspace for the Safety Officer function and inform the organization of the location.
- ☐ Identify hazardous situations associated with the incident.
- ☐ Ensure that adequate levels of protective equipment are available and are being used. Ensure that staff are properly trained on the use of all protective equipment that applies to them.
- ☐ Appoint staff and organize the safety function as appropriate:
 - In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline,
 - Multiple high-risk operations may require an Assistant Safety Officer at each site.

- ☐ Identify and correct or terminate potentially unsafe acts.
- ☐ Identify corrective actions and ensure that safety measures are implemented. When necessary, coordinate corrective actions with Incident Command and operations section staff.
- ☐ Ensure that there is adequate sanitation and safety in food preparation (if required) at the emergency site in consultation with the appropriate Section Chief.
- ☐ Obtain updates from Assistant Safety Officers prior to Planning Meetings and as frequently as necessary.
- ☐ Prepare **Incident Safety Analysis Form (IMS Form 215-A)**.
- ☐ Participate in Planning and Tactics Meetings:
 - Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics,
 - Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.
- ☐ Participate in the development of Incident Action Plan (IAP):
 - Review and approve the **Incident Medical Plan (IMS Form 206)**,
 - Provide a Safety Message and/or develop a Safety Plan (as required), using: **Incident Objectives (IMS 202 form)** (complete safety-related blocks #8, #9). **Safety Message/Plan (IMS 208 form)** (if required),
 - Assist in the development of the "Special Instructions" portion of the **Resource Assignment List (IMS 204)**, as requested by the Planning Section.
- ☐ Investigate accidents that have occurred within the emergency incident areas:
 - Report the incident to the Administration Section Chief,
 - Ensure that the accident scene is preserved for an investigation,
 - Ensure that the details of the accident are properly documented,
 - Coordinate with the Incident Compensation and Claims Unit Leader, organization risk manager, Ministry of Labour, WSIB, and relevant officials, etc.,
 - Prepare accident reports as per organization policy, procedures, and direction,
 - Recommend corrective actions to Incident Command.
- ☐ Coordinate critical incident stress, hazardous materials exposure, and other debriefings, as

necessary.

Demobilization

☐ Follow the Demobilization Checklist.

General Staff

Operations Section Chief

The Operations Section Chief is responsible for providing overall supervision and leadership to the Operations Section, including assisting in the development of the Incident Action Plan, implementing the Incident Action Plan and organizing, assigning and supervising all resources that are assigned to perform operational tasks related to the emergency incident.

The Operations Section Chief must work closely with other members of the Incident Command Team and General Staff to coordinate operational activities. Tasks may be delegated to the appropriate levels (Sectors, Divisions, Groups, and Branches)

Activation

- Activated at the Emergency Operations Centre. May move to the Command Post at the Emergency Site.

Reports to:

- Incident Command.

Direct Reports:

- Operations Branch Directors,
- Division, Group or Sector Leaders,
- Strike Team/Task Force Leaders.

Suggested Operations Section Chief Division Leads (in not in order, depends on the type of emergency)

- Fire Department,
- Police Department,
- Environmental Services,
- Public Health Unit.

Activation Actions

☐ Follow the Activation Checklist.

☐ Obtain briefing from Incident Command.

- Obtain and/or assist Incident Command in determining the operational objectives and the recommended strategies and tactics to mitigate the emergency,
- Determine the status of current tactical assignments,
- Identify the current organizational structure, the location of resources, and assignments,
- Confirm the resource ordering process,
- Determine the location of the current Staging Areas and the resources assigned there.

☐ Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place. Ensure operational efficiency, personnel safety and an adequate span of control are in place.

☐ Meet with the Planning Section Chief and obtain a preliminary situation briefing.

☐ Establish the operational period in conjunction with Incident Command.

☐ Coordinate and conduct the Operations Briefings and assign operations personnel in accordance with Incident Action Plan (IAP).

- Based on the situation, activate the appropriate divisions, branches, groups or sectors within the section. Designate supervising officers to lead these teams,
- Brief the Staging Area Manager on the types/numbers of resources to be maintained in Staging,
- Brief direct reports (Branches, Divisions/Groups, and Task Force/Strike-Team Leaders) on their assignments, the resource ordering process, the required protective equipment, and any tactical assignments.

☐ Obtain a communications status briefing from the Telecommunications Unit (IT - if assigned) in Logistics. Ensure that there is adequate communications equipment and frequencies available for the Operations Section.

☐ Determine the estimated times of arrival for operational staff and other resources from the Resource Unit.

☐ Confer with Incident Command to ensure that the Planning and Logistics Sections are staffed at the levels necessary to provide adequate information and support for operations.

☐ Coordinate with the Liaison Officer regarding the need for Organization Representatives in the Operations Section.

☐ Establish the required communications links.

☐ Based on the situation (known/forecasted), determine the future needs of the Operations Section.

☐ Identify key issues currently affecting the Operations Section. Meet with Operations Section personnel and determine appropriate section objectives for the first operational period.

☐ Review the responsibilities of Divisions/Branches/Groups/Sectors within the Section. Develop an Operations Plan detailing the strategies for carrying out operational objectives.

Operational Actions

☐ Ensure that all operations section supervisors/leaders are maintaining their individual position

logs.

☐ Ensure that situational information is provided to the Planning Section on a regular basis or as the situation requires, including Status Reports and Major Incident Reports.

☐ Ensure that all media contacts are referred to the Emergency Information Officer.

☐ Establish and demobilize Staging Areas (if required).

☐ Develop and manage tactical operations to meet the incident objectives:

- Complete **Operational Planning Worksheet (IMS 215-G form)** or **Emergency Operations Centre Tactics Worksheet (IMS 215-E form)**, as required.

☐ Assess life safety and implement and enforce the appropriate safety precautions.

☐ Evaluate the situation and provide an update to Incident Command and the Planning Section:

- Location, status, and assignment of resources,
- Effectiveness of tactics,
- Desired contingency plans,
- Need for any additional resources.

☐ Determine need for additional resources. Transmit resource requests to Logistics (using the **Resource Request Form (IMS 260-RR)** or **Incident Message Form (IMS 213)**).

☐ Notify the Resources Unit (Planning Section) of Section Branches, Divisions, Groups, Strike Teams, Task Forces, and single resources which are staffed, including location and names of the leaders. Keep the Resources Unit up to date on the changes in resource status.

☐ Write the formal Operations portion of the IAP with the Planning Section Chief:

- Identify assignments by Division, Branch, Group or Sector,
- Identify specific tactical assignments,
- Identify the resources needed to accomplish the required assignments.

☐ Ensure that there is coordination between the Operations Section with other Command Staff and General Staff:

- Ensure that the Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed on to Planning, Logistics, and Finance/Administration Sections,
- Ensure that resource ordering and logistical support needs are passed on to the Logistics Section in a timely fashion. Notify Logistics of any communications problems,
- Keep the Planning Section up-to-date on resource and situational status,

-
- Notify the Liaison Officer of issues concerning other partner organizations,
 - Keep the Safety Officer involved in tactical decision-making,
 - Keep Incident Command apprised of the status of operational efforts,
 - Coordinate media field visits with the Emergency Information Officer.

☐ Attend the Tactics Meeting with the Planning Section Chief, the Safety Officer, and the Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.

☐ Attend Planning Meetings

Demobilization Actions

☐ Follow the Demobilization Checklist.

Planning Section Chief

The Planning Section Chief is responsible for providing overall supervision and leadership to the Planning Section. The Planning Section is responsible for the developing the Incident Action Plan and for overseeing the collection, evaluation, processing, dissemination, and use of information regarding the evolution of the incident and the status of resources. This information is needed to understand the current situation, predict the probable course of the incident events and lead the incident planning process. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Planning activities are the responsibility of the Planning Section Chief.

Activation

- Activated at the Emergency Operations Centre.

Reports to

- Incident Command.

Direct Reports:

- Resource Unit Leader,
- Situation Unit Leader,
- Demobilization Unit Leader,
- Documentation Unit Leader.

Suggested Division Leads:

- Planning Department,
- Police,
- Fire.

Activation Actions

☐ Follow the Activation Checklist.

☐ Check-in upon arrival at the Incident Command Post or the Emergency Operations Centre.

☐ Obtain a briefing from Incident Command:

- Determine current resource status, referencing the Incident Briefing Form (IMS 201), Incident Status Summary Form (IMS 209) or Resource Assignment List (IMS 204),
- Determine current situation status/intelligence, referencing the Incident Briefing (IMS 201) and/or Incident Status Summary (IMS 209),
- Determine current incident objectives and strategy,
- Determine whether Command initially requires a written or oral IAP,

- Determine time and location of planning cycle meetings,
- Determine desired contingency plans.

☐ Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.

☐ Based on the situation, activate the required units and designate Unit Leaders.

☐ Meet with all Unit Leaders and ensure that all designated responsibilities are clearly understood.

☐ Notify the Resources Unit of all activated positions.

☐ Ensure that sufficient staff are available for a 24-hour schedule, or as required.

☐ Meet with the Operations Section Chief. Obtain and review any major incident reports or documents.

☐ Ensure the Incident Briefing Form (IMS 201) is completed and provide copies to Incident Command, Command Staff, and General Staff.

☐ Establish and maintain a resource tracking system.

☐ Identify key issues to be addressed by the Planning Section in consultation with Planning Section Staff. Identify objectives to be accomplished during the initial operational period.

Operational Actions

☐ Exercise overall responsibility for the coordination of unit activities within the Section.

☐ Keep Incident Command and the Operations Section Chief informed of significant issues affecting planning.

☐ Advise the Incident Command Post (ICP) and/or Emergency Operations Centre staff of any significant changes in incident status.

☐ Compile and display incident status summary information. Document on **IMS Form 209 Incident Status Summary** (or other approved organization forms).

☐ Obtain/develop incident maps.

☐ Provide periodic predictions on incident potential. Establish a weather data collection system, when necessary.

☐ Prepare contingency plans:

- Review current and projected incident and resource status,

- Develop alternative strategies,
 - Identify resources required to implement contingency plans,
 - Document alternatives for presentation to Incident Command and Operations, and if required, for inclusion in the written IAP.
- ☐ Establish the information requirements and reporting schedules for staff.
- ☐ Meet with the Operations Section Chief and Incident Command prior to planning meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.
- ☐ Conduct planning meetings.
- ☐ Supervise the preparation and the distribution of the written IAP.
- ☐ Coordinate IAP Sections/Reports with the relevant incident sections:
- Coordinate the Incident Traffic Plan with Operations and Ground Support Unit Leader (if appointed),
 - Coordinate the Safety Message with the Safety Officer,
 - Coordinate the Incident Telecommunications Plan and Medical Plan with the Logistics Section Chief.
- ☐ Ensure that the Planning Section is sharing information:
- Instruct Units on information distribution methods/needs,
 - Ensure that the Emergency Information Officer has immediate access to status reports and displays.
- ☐ Identify the need for any specialized resources; discuss the need with the Operations Section and Incident Command; facilitate resource requests with the Logistics Section.
- ☐ Hold Planning Section meetings as necessary to ensure that communication and coordination takes place among Planning Section Units.

Demobilization Actions

- ☐ Follow the Demobilization Checklist.
- ☐ Ensure preparation of demobilization checkout form(s), if appropriate.

Logistics Section Chief

The Logistics Section Chief (LSC) is responsible for providing facilities, services and materials in support of the incident. The LSC participates in the development of the Incident Action Plan and activates and supervises the Units within the Logistics Section. Tasks may be delegated to the appropriate Unit Leader. Unless otherwise delegated, all Logistics activities are the responsibility of the Logistics Section Chief.

Activation

- Activated at the Emergency Operations Centre.

Reports to

- Incident Command.

Direct Reports:

- Telecommunications Unit Leader,
- Medical Unit leader,
- Food Unit Leader,
- Supply Unit Leader,
- Facilities Unit Leader,
- Ground Unit Leader.

Activation Actions

☐ Follow the Common Activation Checklist.

☐ Obtain a briefing from Incident Command.

☐ Review the situation and the resource status for the number of personnel assigned to the incident.

- Review current organization,
- Determine which incident facilities have been/should be activated.

☐ Ensure that the Logistics Section is set up and that the appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor information, and other resource directories.

☐ Based on the situation, activate units within the Logistics Section as needed and designate Branch Supervisors/ Unit Leaders for each element.

Operational Actions

☐ Meet with Incident Command and the Command/General Staff to identify immediate resource needs.

- ☐ Notify the activated units, including the names and their assignment locations.
- ☐ Advise the Logistics Section Units to coordinate with the appropriate areas in the Operations Section to prioritize and validate resource requests.
- ☐ Assist Unit Leaders in developing objectives for the Logistics Section and in developing plans to accomplish the objectives within the first operational period (or in accordance with the action plan).
- ☐ Ensure that incident facilities are physically activated, as appropriate.
- ☐ Provide periodic verbal Logistics Section Status Reports to Incident Command.
- ☐ Confirm the resource ordering process for the Incident.
- ☐ Assess the adequacy of current Incident **Telecommunications Plan (IMS Form 205)**.
- ☐ Attend planning meetings and contribute, as required.
- ☐ Participate in the preparation of the Incident Action Plan (IAP):
 - Provide input on resource availability, support needs, identified shortages, and estimated time of arrival for key resources,
 - Identify future operational needs (both current and contingency), in order to anticipate logistical requirements,
 - Ensure that the **Incident Telecommunications Plan (IMS Form 205)** is prepared,
 - Ensure that the **Incident Medical Plan (IMS Form 206)** is prepared,
 - Assist in the preparation of the transportation plan, if required.
- ☐ Review the Incident Action Plan and determine the Section's needs for the next operational period; order relief personnel if necessary.
- ☐ Research the availability of additional resources that may be required for incident response.
- ☐ Hold Logistics Section meetings to ensure that there is communication and coordination among Logistics Branches and Units.
- ☐ Ensure that there is coordination between the Logistics and other Command and General Staff.
- ☐ Ensure that all personnel observe the established level of operational security.
- ☐ Ensure that all Logistics functions are documenting actions on **Activity Log (IMS Form 214)**.

☐ Submit all Section documentation to the Documentation Unit.

Demobilization Actions

☐ Follow the Demobilization Checklist.

Finance Section Chief

The Finance Section Chief is responsible for the financial administration and support to an incident, including all business processes, cost analysis, and financial matters. The Finance Section Chief provides direction and supervision to the Finance Section staff and ensures that there is compliance with all financial policies and procedures.

Tasks may be delegated to the appropriate unit leader. Unless otherwise delegated, all finance activities are the responsibility of the Finance Section Chief.

Activation

- Activated at the Emergency Operations Centre.

Reports to

- Municipal Control Group and Incident Command.

Suggested Division Leads

- Finance.

Direct Reports:

- Procurement Unit Leader,
- Cost Unit leader,
- Must work closely with the Logistics Section Chief.

Activation Actions

☐ Follow the Activation Checklist.

☐ Obtain a briefing from Incident Command including:

- Incident objectives,
- Participating/coordinating agencies,
- Anticipated duration/complexity of incident,
- Possibility of cost sharing.

☐ Other Actions:

- Delegate the level of purchasing authority to Command and Logistics regarding financial processes,
- Authorize and provide an exemption from normal procurement processes,
- Assess potential for legal claims arising out of incident activities,
- Initiate, maintain, and ensure the completeness of all documentation needed to support claims for emergency funds, including required audits and other documentation.

- Identify applicable financial guidelines and policies, constraints and limitations,
- Identify the financial requirements for both planned and expected operational needs,
- Determine what agreements are in place for land use, facilities, equipment, and utilities,
- Determine the procedure for establishing account codes,
- Develop a protocol to investigate property damage claims against the City,
- Obtain copies of all incident-related agreements, whether activated or not,
- Determine the potential for rental or contract services,
- Determine if an Incident Business Advisor or Financial Support Unit is required,
- Ensure that the proper tax documentation is completed.

☐ Ensure that the Finance Section is set up properly and that appropriate personnel, equipment, and supplies are in place.

☐ Based on the situation, activate units within the finance section as needed and designate unit leaders for each element:

- Procurement Unit,
- Cost Unit.

☐ Ensure that there is coordination with all participating organizations for the purposes of gathering and consolidating response cost estimates and other related information.

☐ Meet with the Logistics Section Chief and review the financial and administrative support requirements and procedures; determine the level of purchasing authority to be delegated to the Logistics Section.

☐ Meet with all Unit leaders and ensure that responsibilities are clearly defined and understood.

☐ Determine the initial action planning objectives for the first operational period.

Operational Actions

☐ Ensure that Finance Section position logs and other necessary files are maintained.

☐ Ensure that displays associated with the Finance Section are current, and that information is posted in a legible and concise manner.

☐ Ensure that all Sections are aware of the required account codes (as applicable).

☐ Attend planning meetings and contribute as required.

- Provide financial and cost-analysis input,
- Provide financial summary on labour, materials, and services,
- Prepare forecasts on costs to complete operations,
- Provide cost benefit analysis, as requested.

☐ Meet with assisting organizations to determine cost sharing obligations.

Administration Section Chief

The Administration Section Chief is responsible for all Human Resource Management functions (time keeping, Check-in, Check-out, WSIB claims, salary & benefits, critical incident stress issues, and use of volunteers, developing a volunteer skills inventory list, labour relations, training etc.) related to the emergency incident.

Activation

- Activated at the Emergency Operations Centre.

Reports to

- Municipal Control Group.

Suggested Division Leads

- Human Resource & Organizational Development.

Direct Reports

- Compensation/Claims Unit Leader,
- Time Unit Leader.

Activation Actions

- Follows the Activation Check List,
- Obtains a briefing from Incident Command,
- Establishes the procedure for tracking personnel work time,
- Establishes an accident reporting procedure in consultation with the Safety Officer, the Ground Support Unit Leader, and the Operations Section Chief,
- Documents all potential and existing injury claims,
- Keeps track of the arrival and demobilization of all personnel and equipment,
- Keeps daily incident status reports in consultation with the Planning Section,
- Logs injury reports through the Safety Officer, Medical Unit Leader, and Compensation or Claims Unit Leader,
- Follows the guidelines for the organization,

☐ Coordinate with all assisting and supporting organizations.

- Labour costs – include the breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
- Developing a payroll process for all staff who are participating in the emergency,

☐ Initiate, maintain, and ensure the completeness of all documentation needed to support claims

for personnel injury. (Injury information should be also be retained for all contracted personnel, paid employees and personnel assisting through mutual aid agreements).

☐ Ensure that all personnel time records reflect incident activity and that the records for non-organizational personnel are transmitted in accordance with policy.

☐ Ensure that all documents are properly prepared and completed.

☐ Ensure that there is coordination with Incident Command and General Staff.

☐ Coordinate the Administration Section demobilization.

☐ Provide briefings on current activities and unusual events.

☐ Submit all Section documentation to Documentation Unit.

Demobilization Actions

☐ Follow the Demobilization Checklist.

ANNEX K: USE OF VOLUNTEERS

The City of St. Thomas considers volunteers as a vital resource to be called upon in the event of a major emergency. Volunteers are an integral part of this plan.

The Workplace Safety and Insurance Act deems those volunteers who are assisting the City during a declared emergency to be employees. The volunteer also has the same entitlements to personal protective equipment and appropriate training as employees. The Administration Section Chief will be responsible for the registration of such volunteers.

Workplace Safety and Insurance Act, 1997, S.O. 1997. C.16. Sched. A. s. 69 (6)

Deemed employer, emergency workers

71 (1) An authority who summons a person to assist in controlling or extinguishing a fire shall be deemed to be the person's employer. 1997, c. 16, Sched. A, s. 71 (1).

Same, search and rescue operation

(2) The Crown shall be deemed to be the employer of a person who assists in a search and rescue operation at the request of and under the direction of a member of the Ontario Provincial Police. 1997, c. 16, Sched. A, s. 71(2).

Same, declaration of emergency

(3) The Crown shall be deemed to be the employer of a person who assists in connection with an emergency declared by the Lieutenant Governor in Council or the Premier under section 7.0.1 of the *Emergency Management and Civil Protection Act*. 2006, c. 13, s. 4 (2).

Same

(4) The City shall be deemed to be the employer of a person who assists in connection with an emergency declared by the head of the municipal council to exist. 1997, c. 16, Sched. A, s. 71 (4); 2006, c. 13, s. 4 (3).

ANNEX L: PRIMARY DUTIES OF OTHER IMS POSITIONS

Documentation Unit Leader

- Obtain a briefing from the Planning Section Chief,
- Identify supervisors within the Emergency Organization,
- Identify work locations, the resources available, expectations regarding timelines, reporting format, etc.,
- Participate in planning meetings,
- Accept and file reports and forms submitted by incident personnel,
- Establish and organize incident files,
- Establish duplication/printing capabilities,
- Ensure the accuracy and completeness of all submitted emergency incident records.

Resources Unit Leader

- Obtain a briefing from the Planning Section Chief,
- Participate in the planning process,
- Conduct resource status updates,
- Compile, maintain and display current resource deployments and those resources in staging,
- Confirm resources assigned to tactical operations,
- Keep track of all tactical and support personnel and apparatus,
- Prepare and maintain an Incident Situation Display (organizational chart, resource allocation, and deployment sections),
- Assist in the preparation of the Incident Action Plan and the Organizational Planning Worksheet (**IMS 215**),
- Prepare Assignment Lists, and assist in preparing a resource check-in procedure,
- List resources as: Assigned, Available, or Out of Service.
- Maintain a master roster of all resources.

Situation Unit Leader

- Obtain a briefing from the Planning Section Chief,
- Identify "report" requirements and schedules,
- Determine if there are any contingency plans,
- Collect and analyze incident information,
- Assign field observers if necessary,
- Supervise any technical specialists assigned to the Emergency Incident,
- Assign analysis tasks,
- Notify staff of all requirements,
- Participate in the incident planning process,
- Conduct situation updates at meetings and briefings,
- Prepare incident situation displays (maps, weather reports, victim or damage assessment information,
- Provide photographic services and maps if requested,
- Collect and maintain current incident data,

- Request weather forecasts,
- Provide situation evaluations, predictions, and analysis,
- Provide alternative strategies,
- Prepare, post and disseminate resources and situation information,
- Interview operations personnel coming off duty to evaluate the effectiveness of operations,
- Plot all boundaries, the incident perimeter, the location of facilities, access routes etc.,
- Prepare the Incident Status Summary (IMS 209).

Supply and Procurement Unit Leader

- Confirm the procurement/ordering procedure, parameters, restrictions,
- Assess the need for staffing within the unit,
- Determine the scope of the supply process with the Procurement Leader,
- Consider dividing supply ordering by category (equipment, personnel and supplies),
- Confirm the process for coordinating contract related activities,
- Confirm the process for emergency purchase orders (if purchase orders are being used),
- Receive orders for resources from authorized incident staff,
- Determine qualifying specifications,
- Determine delivery time and location and arrange for receipt,
- Obtain estimated prices for orders,
- Coordinate the delivery of rented equipment,
- Advise immediately if the order cannot be filled,
- Alert Logistics Section Chief regarding any changes in the availability of supplies,
- Obtain account codes and authority to commit funds, and any spending caps,
- Determine who is authorized to submit orders,
- Obtain approved vendor list (if applicable),
- Obtain blanket Purchase Order list (if applicable),
- Determine timelines for reporting cost information,
- Obtain information on Incident needs,
- Complete all necessary forms/documentation,
- Develop a process for purchase approvals,
- Coordinate process with Supply Unit Leader,
- Review all rental agreements,
- Provide hourly rates and associated costs to the Cost Unit Leader,
- Develop a criteria for receiving supplies, materials and equipment, inspect when delivered and develop a return policy,
- Draft Memorandums of Understanding for approval by Logistics Section Chief,
- Obtain approvals to process contracts with vendors,
- Obtain copies of all invoices and verify,
- Maintain and audit trail of procurement documents.

Medical Unit Leader

- Obtain briefing from Logistics Section Chief,
- Obtain information on any injuries occurring during initial response operations,
- Obtain the name and location of the Incident Safety Officer,
- Determine the location of all first aid stations, stand-by ambulances,

- Identify the potential for medical problems, for example; hypothermia, heat stress/stroke, dehydration, exposure to hazardous materials etc.
- Identify medical supplies needed,
- Respond to requests for medical supplies and medical treatment,
- Prepare the Medical Plan (**IMS 206**) and include:
 - Medical Assembly Area,
 - Triage Area,
 - Landing Zone for Helicopter,
 - Aid Station Locations,
 - Medical monitoring of staff assigned to rehabilitation,
 - Closest Hospital,
 - Consider separate treatment areas for responders and victims.

Cost Unit Leader

- Obtain a briefing from the Finance Section Chief,
- Determine reporting timelines, reports required, report format,
- Obtain and record all cost data, including:
 - Agency equipment costs,
 - Contract or mutual aid equipment costs,
 - Damage to facilities, infrastructure, equipment or vehicles,
 - Supplies and food,
 - Facility or equipment rental,
 - Cost sharing, if any,
 - PPE for volunteers,
 - Personnel requiring payment (straight time or premium rate),
 - Incident cost summaries.
- Prepare resource-use cost estimates for Planning Section Chief,
- Make recommendations on cost savings to Finance Section Chief,
- Maintain cumulative incident cost records.

Time Unit Leader

- Obtain a briefing from the Administration Section Chief, including: incident requirements for time recording, timelines for reports, location of time keeping activity, # of personnel & rental equipment,
- Establish and maintain a file for personnel time reports,
- Provide security for all financial records,
- Ensure that the time for the use of rental equipment is recorded,
- Obtain signed time reports from all personnel on scene through supervisory staff,
- Develop a personnel check-in/check-out procedure,

Compensation/Claims Unit Leader

- Obtain a briefing from the Administration Section Chief, including: accidents/injuries to date and status of injury investigations,
- Establish contact with the Medical Unit Leader (prompt notification of all injuries), Safety officer, Liaison Officer and agency representatives,
- Obtain a copy of the Incident Medical Plan (**IMS 206**)
- Ensure that volunteers have been properly registered,
- Ensure that medical treatment is provided for all personal injuries and proper forms are completed,
- Ensure all witness statements are completed before personnel leave,
- Keep informed regarding the status of hospitalized personnel,
- Analyze injuries for trends and provide suggestions to avoid any repetition,
- Ensure that the proper level of personal protective equipment is being used,
- Obtain MSDS information on potential exposures to hazardous materials,
- Submit all reports to the Administration Section Chief,
- Arrange for notification of next of kin for all injuries.

Food Unit Leader

- Obtain a briefing from the Logistics Section Chief,
- Estimate the duration of the incident,
- Obtain the number and location of personnel to be fed,
- Determine when personnel had their last meal and propose the time for the next meal,
- Ensure that there is adequate supplies of drinking water and other beverages at all times,
- Determine the method of feeding,
- Identify suppliers and vendors,
- Determine the method of transportation to the emergency scene,
- Supervise food preparation when required,
- When possible, keep a small inventory of food on the scene,
- Provide copies of receipts as required,
- Liaise with the Supply Unit Leader and the Cost Unit Leader,
- Provide quality assurance for food quality and requirements for cleanliness and sanitation.

Ground Support Unit Leader

- Obtain a briefing from the Logistics Section Chief,
- Determine the fueling requirements for vehicles and equipment operating at the emergency scene,
- Determine the transportation needs for first responders, and evacuees and assist with the development of a Transportation Plan,
- Determine egress routes into and out of the scene,
- Arrange for vehicle and equipment repair resources and towing to be available,
- Arrange for rental equipment and vehicles as required,
- Coordinate incident road maintenance,
- Document mileage, fuel consumption and other costs.

ANNEX M: STAFF NOTIFICATION LIST

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